The World's Daily Newspaper

melly

London, Tuesday, March 23, 1999

PUBLISHED WITH THE NEW YORK TIMES AND THE WASHINGTON POST

### **OPEC Seeks to Brake** Long Oil-Price Slide

Cash Crunch Fuels a New Bid to Cut Output

By Youssef M. Ibrahim New York Times Service

VIENNA — If all goes as planned at an emergency meeting here Tuesday, the Organization of Petroleum Exportmg Countries, m partnership with oth-

mg Countries, m partnership with other major oil producers, will take more than 2 million barrels of oil a day out of world markets starting in April.

It would be the first time in 13 years that the cartel has taken such a drastic measure, largely because of the pressing needs of the largest producer, Saudi Arabia, and other producing countries to senerate more revenue. countries to generate more revenue.

Anticipation of the move — which has emerged as OPEC officials formulated it in secret and in public talks held in Riyadh, The Hague, Dubai, London and other cities in the past four weeks — has already pushed prices up 20 percent, bringing the American benchmark brand known as West Texas Intermediate to around \$15 a barrel.

[Light sweet crude for April de-livery finished trading Monday at \$15.50, up 26 cents.] This has halted, for a while at least, the steady fall in prices that devastated

the world energy industry in the past Part of the impact reflects optimism

AGENDA

**Gucci Told to Talk** 

To LVMH on Bid

Gucci Group NV must negotiate with LVMH Moet Hennessey Louis

Vuitton SA of France over the

French luxury goods giant's \$7.9 billion takeover bid, a Dutch court ruled Monday. The court reinstated

LVMH's voting rights on its 34 per-

cent stake in Gucci, but it also upheld

a Gucci agreement with Pinault-

Printemps-Redonte SA in which the

French retailer will take a 40 percent

118.115

1.7933

6.0144

9,890.51

1,297.01

2,395.92

Monday @ 4 P.M. provious close

117.155

1.7951

-- 0.13%

-- 0.18%

interest in Gucci. Page 15.

DM

-13.04

-2.28

in the oil industry that salvation is on the way. In the past decade, globalization, competition from new oil suppliers and disputes within OPEC have combined to send oil prices into a seemingly endless tumble to a point where gasoline and fuel prices today are, in inflation-adjusted prices, at their lowest since the end of World

Now, a confluence of new circumstances may help the cartel reverse some of these trends. Among other things, the Asian economic crisis, which cut more than 1.5 million barrels a day from the world's demand for

oil, is stabilizing.
Iraqi oil production is also stabilizing. In 1998 Iraq more than doubled its oil production to 2.5 million barrels a day as the United Nations allowed it to sell more oil under its oil-for-food sanctions-relief program. That ceiling cannot rise much more unless the UN sanctions are removed altogether something the United States would not

Above all, the pain of lower prices has piled mountains of debt onto the economies of many oil-producing countries, which have cut their government budgets to a point of endangering social and political cohesion in



Oil Minister Ali Naimi of Saudi Arabia arriving for OPEC talks.

many places, and ravaged oil company profits worldwide — enough to create a consensus for OPEC discipline and worldwide cooperation.

They have to act because low

See OPEC, Page 16

### Now, It's About Beef: America Retargets EU

WASHINGTON - The United States, already in bitter trade battles with the European Union over issues ranging from airline engines to bananas, said Monday that it was preparing a new list of sanction targets to retaliate against Europe's refusal to allow the sale of U.S. beef treated with growth hormones.

The preliminary target list covers more than \$900 million in European imports. The sanctions, which would effectively double the price of the products in the American market, would go into effect at the latest by early July, administration officials said.

The growing trade tensions between the United States and the 15-nation European Union, America's largest trade partner, are coming at a time when the Clinton administration is under domestic political pressure because of a skyrocketing U.S. trade deficit.

Peter Scher, U.S. trade negotiator on agricultural matters, said the list covered European agricultural imports to the United States as well as some manufactured goods. "This is the most effective way to leverage the EU to comply with its ohligations," he said.

The target list will be pared after an public hearing April 21 at which U.S. companies will be allowed to make a case that certain products should be excluded from the final list because of

them between competing ocean storms. Finally settled back on Earth on Sun-

The new target list is in addition to \$520 million in European products targeted in the earlier trade fight involving European restrictions on banana shipments by American companies. In the dispute over airline engines, the U.S. House of Representatives has voted to stop the Concorde supersonic jetliner from landing in the United States if the European Union goes ahead with a plan to bar American jetliners equipped with so-called bush kits.

The American beef industry has said it is losing more than \$500 million in sales annually because of Europe's refusal to abide by World Trade Organization rulings that there is no scientific justification for Europe's ban on imports of American beef produced with cattle-fattening hormones.

Europe says the ban is justified because of concern growth hormones fed to U.S. cattle may barm human bealth. The EU says it has a right to assess the risk before complying with a WTO or-der to allow imports of U.S. beef. Though the beef dispute is months

away from resolution, access to the European beef market would benefit the \$36 billion U.S. cattle industry as well as IBP Inc., world's largest packer of fresh beef, and the meat packing units of Cargill Inc. and ConAgra Inc.

Oscar Night Fever

and their civilian supporters in Kosovo. Mr. Clinton said he had written a letter to President Boris Yeltsin of Russia

the Russian prime minister. Yevgeni

Primakov, which starts Tuesday. Mr. Clinton said: "It is clear that Serb forces are now engaged in further attacks on Kosovar civilians. Already more than 40,000 Serb security forces are poised in and around Kosovo, with

additional units on the way."
"Our objective in Kosovo remains clear to stop the killing and achieve a durable peace that restores Kosovars to

On Monday, President Milosevic sent a fierce letter to the French and British foreign ministers in response to their plea for him to accept a peace plan,

The letter said Belgrade was ready for

'As far as your threats are concerned,

See KOSOVO, Page 4

### Clinton Warns Milosevic

NATO Awaits Outcome of Holbrooke's Mission

WASHINGTON — President Bill Clinton on Monday issued a grave warning to President Slobodan Milosevic of Yugoslavia to rein in his forces in Kosovo or face NATO attacks.

"If President Milosevic continues to

choose aggression over peace, NATO's military plans must continue to move forward. Mr. Clinton said as he awaited the result of Ambassador Richard Holbrooke's mission to Belgrade.

The president was speaking as Mr. Holbrooke undertook negotiations with Mr. Milosevic that were seen as the last chance for peace before bundreds of warplanes and cruise missiles would be unleashed on Serbian forces.

"There is strong unity among the NATO allies," Mr. Clinton said. "We all agree that we cannot allow President Milosevic to continue the aggression

with impunity."

As Mr. Holbrooke started the talks, one of the inernational mediators who met earlier in the day with the Yngoslav president said that Mr. Milosevic was not ready to compromise.

'It was clear from the outset that President Milosevic is not ready to move, not ready to compromise, not ready to come forward with a positive attitude by accepting the political agree-ment and the political deal which we have negotiated," said Wolfgang Perritsch, the EU envoy on Kosovo.

Earlier, NATO gave Secretary-General Javier Solana Madariaga the authority to launch air strikes against Serbian forces that continued to press attacks against ethnic Albanian rebels

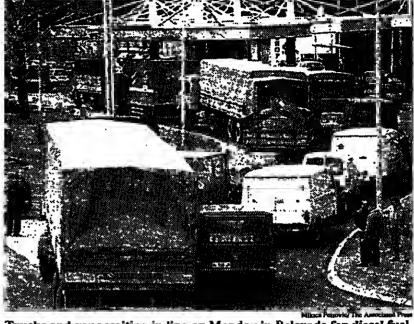
"about the urgency of the situation."
Earlier, Mr. Clinton's spokesman,
Joe Lockhart, said the U.S. decision on the timing of an attack would not be influenced by a visit to Washington by

self-government, the self-government that President Milosevic stripped away from them a decade ago."

state television said.

negotiations, but not an imposed solution. The television said the letter was Mr. Milosevic's response to a communication sent to him by the British foreign minister, Robin Cook, and the French foreign minister, Hubert Vedrine.

your peoples should be ashamed because you are threatening a small Euro-pean pation which is defending its territory from separatism, their citizens and their historical dignity from bon-



Trucks and vans waiting in line on Monday in Belgrade for diesel fuel, which is being put aside for the military in the event of a confrontation.

### Is U.S. Straining Military?

Critics Dubious of Simultaneous Two-War Theory

By Brian Knowlton

WASHINGTON --- With U.S. forces poised to join in a possible NATO military attack against Yugoslavia, and tens of thousands of American troops still in the Gulf region supporting nearly daily air strikes against Iraqi defenses, the Pentagon risks seriously stretching its personnel, if not its equipment, analysts ere said Monday.

There is a significant strain, even now, even before NATO presumably heads into Kosovo," said James Anderson, a national-security analyst with the Heritage Foundation, a conservative think tank. "These pell-mell, frantic

deployments are putting a strain on the troops, their families and everyone

The Pentagon insists it will have no problem maintaining its large force in the Gulf region, where it has been patrolling the air over much of Iraq since the Gulf War in 1991, even if it leads attacks against Yugoslavia or joins in a peacekeeping force for

"We're more than capable of han-dling this mission in the Balkans, plus what's going on in the Persian Gulf," said a U.S. Air Force spokesman, who asked not to be named. "In the Balkans,

See STRIKES, Page 4

### Raids Against the Iraqis Begin to Annoy Saudis

High Officials See Allied Strikes as Punitive

By Douglas Jehl New York Times Service

RIYADH, Saudi Arabia - Nearly three months of U.S. bombings against Iraq are proving an irritant to relations between the United States and Saudi Arabía, as senior Saudi officials acknowledge that the kingdom refuses to allow U.S. aircraft operating from Saudi bases to take part in what the Saudis regard as punitive raids against fraq.

The kingdom is the main base for U.S. warplanes in the region, and its stand has forced the United States to tailor its tactics in what has become a low-level war against Iraq, by relying more heavily on carrier-based aircraft and on planes at other bases such as in

While Saudi officials make clear in private that they, ton, would like to see someone other than President Saddam Hussein ruling Iraq, their position is a clear indication of the discomfort felt bere over the U.S.-led bombing cam-

The strikes by British and U.S. jets have occurred on an average of every other day since Dec. 28, hitting more than 110 targets, mostly air-defense

"Whatever has to do with going out and hitting targets in Iraq will not have the support of the kingdom," a senior Sandi official said in an interview, spelling out for the first time in public a position that has frustrated U.S. military military action against Iraq since the end of the Gulf War in 1991, but it is at odds with the more assertive U.S. military

strategy toward Iraq.
Specifically, the Saudis have objected to the loosened rules of engagement for U.S. planes, which include an ex-panded definition of self-defense that has allowed pilots to strike Iraqi antiaircraft hatteries, missile launchers, communications facilities and other targets even when they present no direct

The Saudi officials said their government was insisting that Saudi-based warplanes be kept under a tight leash, authorizing the use of force in Iraq only in response to a direct threat, such as signs that aircraft were being targeted by radar in preparation for the firing of anti-aircraft missiles.

The U.S. defense secretary, William Cohen, and other officials have portrayed the shift in U.S. strategy as defensive, saying it was prompted by aggression on the part of Iraq, which has vowed to shout down U.S. planes patrolling zones where Iraqi aircraft are prohibited to fly.

But that explanation has been viewed with skepticism in parts of the Arab world, where it is seen as a cover for an nndeclared campaign to step up pressure on the Iraqi leader.

When Mr. Coben visited Sandi Arabia and five other friendly Gulf countries earlier this month to explain the policy, he won no public support. Still, one senior Saudi security of-

See RIYADH, Page 4

#### The Saudi position is not new, as the kingdom has distanced itself from overt

Bonn's 'Red-Green' Tensions Rise as Bold Vision Fades

By Roger Cohen New York Times Service

BERLIN - At the most recent German cabinet

meeting, Juergen Trittin, the environment minister. pointedly took out a newspaper and began reading while important government business was discussed. "It was extraordinarily rude, apart from anything else," said one astounded minister who was present and who watched as Joschka Fischer, the foreign

minister, called Mr. Trittin to order by whistling at him across the table. The incident says much about the tensions and napredictable turbulence that persist in the government of Europe's most powerful country 10 days after the abrupt resignation of Oskar Lafontaine as finance minister. Far from bringing calm, Mr. Lafontaine's

departure has only shown further divisions. "A center is missing, and in its place there is a bazaar," the respected weekly Die Zeit commented. "Chancellor Gerhard Schroeder's political style

A Bitter Environmentalist **Shows Contempt in Cabinet** 

brings to mind those Spanish soap operas in which the viewing public has the chance to write scripts that will decide the fate of the show's characters."

The fate of Germany's six-month-old governing

coalition of Social Democrats and environmentalist Greens remains unclear. But it is already clear that the heady euphoria and bold ambitions that marked the birth of the country's first "Red-Green" government have vanished in a pall of confusion. Long predictable, Germany today gives a frequent impression of being

Mr. Trittin, who is a Green, is angry because his plan to shut down nuclear power stations that provide about a third of Germany's energy needs has stalled as business leaders have pressed Mr. Schroeder to reconsider or to postpone any action.

Beyond that, Mr. Trittin clearly shares Mr. La-

fontaine's deep frustration that the room for governing in some distinct and reformist way in a closely united Europe is now extremely limited.

"Red-Green" was supposed to stand for all sorts of new things: an end to nuclear power, a different approach to economic policy involving possible wage increases to stimulate demand and elimination of NATO's first-strike nuclear option. But reality has

That reality is of a Germany where the business lobby is extremely strong, where laws and regulations tend to inhibit reform, where fear of experiments persists and where a European Central Bank in Frankfurt sets a monetary policy for the Continent that Mr. Lafontaine tried haplessly to change. Mr. Trittin has grown impatient with the slowness of Germany's consensus politics. And apparently convinced that the chancellor is a friend of business with no interest in any left-leaning or environmentalist reform, he loses few opportunities to show his contempt for the gov-

See GERMANY, Page 4

Breezy as Air They Rode 2 Balloonists Tell of Trip Around the World By Howard Schneider Washington Post Service CAIRO — They were sick and weary over the Gulf of Mexico, caught in doldrums nearly 10,000 meters up and struggling to breathe. Within hours, elation came on a fresh jet stream that catapulted the Breitling Orbiter-3 balloon crew forward to Jamaica and into the Atlantic. They filled the few mundane moments with Eric Clapton compact discs and the music from 'Les Miserables,' grew bored with the Pacific's mono-tonous "blue with white bits" and were awed when an "invisible hand" steered Books Sports .

Page 9. Page 3. Pages 8-9. Pages 22-23. BUSINESS EDUCATION IN THE U.S. Newsstand Prices ...1.000 BD Malta...

Bahrain C £ 1.00 Nigeria 12600 Nakra Cyprus C £ 1.00 Nigeria 12600 Nakra Denmark 12.00 FM Qatar 10.00 CR Finland £ 0.85 Rep. Ireland IR £1.10 Gibrailar 18 £1.00 Savet Archiv Gibralian LIK £1.00 Saudi Arabia....10 SR Great Britain LIK £1.50 S. Africa .R16 incl VAT 

day after a record-breaking three-week nonstop balloon trip around the world, nestled in a remote nook of Egypt's Western Desert, the crewmen did what any clear-thinking mammals would after a trip of more than 41,000 kilometers (26,000 miles). They washed their hair.
During what turned into a seven-hour

wait in the desert for a ride back to civilization, Bertrand Piccard, a Swiss psychiatrist, and Brian Jones, a British lot, said they found it fitting that their journey ended in solitude, not amid a cork-popping crowd, but isolated on a sandy platean, unsure who was going to

pick them no or when. "We could see absolutely nothing," said Mr. Jones, 51. "It seemed right somehow. We had time to collect ourselves. We washed our hair."

Prevailing winds deated Mr. Jones his dream of landing at the Giza Pyr-amids near Cairo. Confused communications with the Egyptian military, and an unsuccessful effort to extract them by four-wheel drive, left them stranded near the casis village of Mut before a military helicopter finally ar-

"It is wrong to think there is nothing in the desert," said Mr. Piccard, 41, the metaphysician of the pair. "There is sand. There is air and light. There were swallows and insects. It is remarkable how well you can fill emptiness."

In a news conference late Sunday at a Cairo hotel, Mr. Jones and Mr. Piccard spoke in nearly spiritual tones of their 20-day journey, which began in the Swiss Alps on March 1. At the end it was not just about meeting one of avi-ation's most clusive challenges, they

See BALLOON, Page 7

### An Old Soldier Remembers a Wartime Atrocity

By Thomas Fuller International Herald Tribune

ANDAKAN, Malaysia - Owen Campbell returned to Borneo last week, back to the jungles where half a century ago his best mates were marched to their deaths.

Wearing a row of ribbons and medals across his left breast pocket, Mr. Campbell, 82, sat in the stagnant heaf of the juogle and stared straight ahead at a hlack slab of granite, a memorial to one of the most grisly — yet little-known — atrocities of World War II in the

Of the 2,700 British and Australian prisoners of war interned here by Japanese forces, only 6 made it out alive. Mr. Campbell is the last living survivor — and a reminder that when war veterans pass away, a little

piece of history dies with them.
"We come here to this place to help ensure that this story is not forgotten," Bruce Ruxton, an Australian veteran, told the crowd assembled at the memorial site. 'We acknowledge that great evil was done here, that inhumanity here reached soch depths that shame us as human beings even to contemplate.

Relatively little has been written about the events that Mr. Campbell came to Sandakan to commemorate, in part because so few people lived to tell the story.

More attention has been paid to such wartime atrocities as the Bataan Death March in the Philippines and the deadly construction of the rail line linking Burms with

Discussion of the Sandakan Death March, as it is known, has been largely confined to Australia, where it

"it's not a forgotten story, but no one ever came back to tell it," said Colonel Martin Cooper, London's representative at the ceremonies last week. About 900 British soldiers were among the prisoners of war brought to Sandakan. None survived

Prisoners interned here died slowly. They were starved and beaten.

Toward the end of the war, when the Japanese decided to flee Sandakan, most of the remaining prisoners were marched to their deaths. Those who were strong enough to make it to the end of the trail were executed. Mr. Campbell and five others survived only because

they escaped. In a sign of the continuing sensitivities and anger sur-

rounding the prison camp and death march, no Japanese were present at the ceremony last week. "The prond and honorable title of soldier cannot be applied to those men," said Bruce Scott, Australia's minister for veterans affairs, referring to the prison guards at

Japanese veterans have traveled here in the past, but never lands. together with their former Australian enemies,

Residents of Sandakan tell of an old Japanese man who came here about 15 years ago and checked into the city's

He traveled to the site of the prison camp, stripped down to a ceremonial loin cloth and knelt in front the memorial all day and all night until he collapsed and was taken away by an

Sandakan resident who heard of the man's visit from his oeighbors. "He left without saying a word."

Mr. Campbell and the hrothers, sisters and widows of those killed on Borneo retraced the Death March last week in

large, shiny tour huses.

They stopped at various spots along the way, remembering their fallen friends and family with hymns and readings from the Bible. A bugler, tears streaming down his face, played "The Last Post."

They they they are and same "O'Valigne Heart". Who to Together, they stood and sang "O Valiant Hearts, Who to Your Glory Came."

All you had hoped for, all you had, you gave To save mankind — yourselves you scorned to save.

The group kept a moment of silence, broken only hy



'I can't explain what forces you to keep going,' said Owen Campbell, above. But you don't stop. If you stop and lay down, you'll never get up.

cicadas in the trees and other jungle sounds.

The Japanese came to Borneo's steamy jungles less than two months after they bombed Pearl Harbor on Dec. 7, 1941,

ager to tap the oil buried along the island's north coast.

As the war progressed, the Japanese decided to huild an airstrip in Sandakan, a small city on the northeastern tip of the island. To complete the task, they shipped in Australian and British POWs from Singapore and neighboring is-

RISONERS were held at Sandakan from 1942 until 1945, first huilding and then maintaining the air strip. But as the war turned against Tokyo, conditions deteriorated in the camp. Food rations were cut and disease spread. Despite the availability of Red Cross supplies, medical treatment was denied to the prisoners.

Fearing an Allied invasioo in Sandakan, the Japanese

"Nobody knows who he was," said Richard Chung, a decided to move the prisocers inland, marching them along undakan resident who heard of the man's visit from his a muddy, mountainous trail in two waves. Those who could not keep up were executed, sometimes beheaded. Among those in the second wave of diseased and starving

soldiers was Mr. Campbell, a cattle rancher in Australia before he enlisted to fight the Japanese. Today, Mr. Campbell describes the death march - and

the escape that saved his life — with remarkable clarity. Eighty kilometers (50 miles) into the march, a friendly Japanese guard told him that he and the other prisoners would be killed when the group reached their final destination of Ranau, a village high on a plateau about 260 kilometers west of Sandakan. The guard was right.

The last survivors of the march to Ranau were made to sit ask, but I say no. They wouldn't want to know.

in a group. According to testimony given at a war crimes tribunal after the war, a Japanese sergeant addressed the prisoners: "There is no rice, so I'm killing the lot of you today. Is there anything you want

Mr. Campbell's escape began late one afternoon when American reconnaissance planes flew low overhead. The Japanese guards, fearful that the planes would strafe their path, ran for cover.

Mr. Campbell and his four mates took off in the opposite direction from the guards, sliding down a long, steep slope and waiting in the brush for dusk. The hundreds of prisoners and their guards continued their death march without them.

Mr. Campbell and his friends spent the next few days hacking away at the jungle, often crawling through the thick brush. Diseased and skeletal, they marched toward what they thought was the sea.

"I can't explain what forces you to keep going," Mr. Campbell said in the air-conditioned lobby of a hotel

"In a situation like that, you seem to get supernatura strength. Don't ask me where it comes from.
"But you don't stop. If you stop and lay down, you'll

feed and tried to eat the same things. Whatever was too bitter they may be an are things. OR FOOD, they watched birds and monkeys was too bitter, they spat out. They are hugs and

crayfish and discovered secrets of survival in the jungle.

"It's a funny place this Borneo," Mr. Campbell said.

"If you dig a hole in the ground, in three days you get fish that long." He held his arms about 15 centimeters

(6 inches) apart. "Don't ask me where they come

Bot plentiful fish and wild fruit were not enough to save two of the escaped prisoners.

One of them, Edward Skinner, was so weakened hy beriberi and malaria that he could no longer move. Mr. Campbell stayed behind with Mr. Skinner and tended to him for three days, until one morning he came back from a food-gathering mission and found Mr. Skinner's throat cut. Mr. Campbell said he thought Mr. Skinner committed suicide so as to oot hold him back any

After seven weeks in the jungle, Mr. Campbell was

the last man standing. The two other escapees were killed while trying to hail a passing river boat. A Japanese soldier appeared from inside the boat and opened fire.

"They never had a chance," Mr. Campbell said.

He survived with the help of friendly fishermen, who took him to a group of Australian commandos secretly stationed oearby. He was taken to a U.S. Navy ship and nursed back to good health.

His account of the Sandakan prison camp and that of five other prisoners who escaped separately have been crucial to reconstructing the death march. But the information has been

slow in emerging.
"We were told we weren't allowed to say anything when
we first came back," Mr. Campbell said. Some veterans attending the ceremonies said that the Australian government had been reluctant to publicize details about the march for fear of upsetting relations with Japan, an important trade

Bot if the ceremonies last week are any indication, that attitude has changed.

The group was led by Mr. Scott, the minister of veterans affairs, and several other Australian government officials and was widely covered in the Australian media. Mr. Campbell, who returned to Australia on Sunday, said he would not come back to Borneo ...

And some of the most horrible secrets of the Sandakan death march will die with him. "I don't intend to tell anybody what actually happened,"

he said. "I won't talk about atrocities because I don't reckon "I never actually told my family what happened. They

#### to shrink by 6 percent last year. At issue for the government now is whether it can contain, Japanese encephalitis to areas that have already been infected. In a sign that the disease might have already spread, a pig trader; working in an abattoir in Singapore died over the weekend of what has been described as a different strain of the disease. Malaysia's first case of Japanese encephalitis was detected in October. According to one government official, the disease

spread within the country when infected pigs were smoggled. cross state boundaries Both Thailand and Singapore have banned pork imports from Malaysia.

...

nter:

Click of the

F127.

....

<u>노</u> '스.. '

.....

2<u>5</u> :

82

25.

T. .

Encephalitis Puts

By Thomas Fuller

International Herald Tribune

BUKIT PELANDOK, Malaysia - Dozens of soldiers wearing white jumpsuits and surgical masks walked into Tan Booo Aun's backyard Monday and killed the farmer's 2,000

Up and down Mr. Tan's road, army trucks waited to transport the soldiers - the vanguard of Malaysia's battle

against the Japanese encephalitis virus - to the next pig farm

It has been a tranmatic few days for the small towns around Bukit Pelandok, 100 kilometers (60 miles) south of Kuala

Lumpur and only 15 kilometers from the city's new airport;

cinations to local residents while the police manned roadblocks

in the area, which is filled with small pig farms, many of them

in people's backyards. Led by the army, the government plans to cull 300,000 pigs, the carriers of the disease, in the next 10

More than 50 people are believed to have died from Japanese encephalitis in the past few weeks, with another 145

The disease, which is transmitted to humans by mosquitoes and attacks the brain, has also crippled Malaysia's pig-rearing industry, one of the largest in Southeast Asia.

industry, one of the largest in Southeast Asia.

Beyond personal tragedy and economic losses, the disease may have social and political implications.

The politics of pork are complicated in multiracial Malaysia. The meat is revered by the country's ethnic Chinese minority, but reviled by its Muslim majority. Hollywood movies are censored to remove scenes with pigs in them and the property of the property of the property is not used on television.

the Malay word for pig is not used on television.

'It's a very sensitive issue," said Abdul Razak Abdullah:
Baginda, executive director of the Malaysian Strategic Research Ceoter. The country's Muslim opposition, which wants to see Malaysia become an Islamic state, could call for a ban on

The culling operation could also engender resentment among Malaysia's Muslims in general. The vast majority of those involved — soldiers, police officers and civil servants.

The outbreak has dominated the front pages of local news-papers for the past week, but seen in the context of recent

events containing the Japanese encephalitis outbreak seems like a minor hurdle for Malaysia.

including months of haze that hlotted out the sun, a water

shortage in the capital, anti-government demonstrations and not least financial turnoil that caused the country's economy

The country has faced series of crises in the last 18 months,

Health workers have gone door-to-door, offering free vac-

Malaysia to Test

pigs with rifles, hammers and metal rods.

people believed to have contracted it.

Here in Bukit Pelandok, the main shopping street was, virtually abandoned. All but one of the dozens of shops were closed. Among the few pedestrians on the main street Monday. afternooo was a stray pig that scoured for food and dodged the; bulldozers and backhoes brought to bury the culled swine. At one end of the street, N. Ramasamy, 52, has kept his

coffee shop open.

He serves mostly soldiers and health workers. "There isn't a Chinese persoo left in this town," Mr. Ramasamy said. "I'm not leaving until the police ask me to."

■ U.S. Health Experts Arrive

A team of American health experts arrived in Malaysia on Monday to help contain the virus, The Associated Press reported from Kuala Lumpur.

The researchers from the Centers for Disease Cootrol and Preventioo set up an office and a laboratory in the Malaysian Health Ministry, a U.S. Embassy official said.

### After Near-Disaster, United **Orders More Flight Training**

By Don Phillips Vashington Post Service

tightened training requirements for its Bocing 747 pilots and ordered all 9,600 of its pilots to take a refresher safety other. course by May 10 following an incident Francisco, according to officials.

During the incident last year, a Boeing 747 departing San Francisco with 307 people and a full load of fuel experienced a problem that shut down one of its four engines. A co-pilot, then flying the plane, mishandled emergency procedures, and the jet nearly stalled.

The hrush with disaster has drawn attention to the limited flying experience many pilots receive in the era of longrange jumbo jets and has led federal regulators to consider new rules to eosure that pilots are properly trained.

cause the plane flies such long rontes. Two extra co-pilots are added to each cockpit on long flights for a total of four of flight standards, said the agency was

Since crews can make only a few trips limited. Most of their training experi-

ence is in aircraft simulators. In the United case, the co-pilot had captain of other planes.

long Kong 200967209

00531116609

0800996337

US-Ton +949-376-6020 Fax

901800119216613 USA

A Must Read Complimentary Report

A Professional's Guide to Currency

Speculation and Risk Management

This comprehensive report is mandatory

reading for all investors. Complete with

profitable, simple, fully disclosed trading

price data for performance verification

Peter Catranis models, an 11 year track record and all

For This Free Report and Our Services Golde Call Toll-Free (24hrs)

Forex Capital Management

France 9800119213013 Germany

8009410102 Indy

900931007 S

+949-376-5025 email pelo

rz 08004552 Netherlan

1890125944 Beiglum 989015880 Denmark

only made one takeoff and landing in the previous year. After one engine occded to be shut down, he oearly stalled the WASHINGTON - United Airlines plane by using the wroog equipment to compensate for the uneven thrust of two engines on one wing and one on the

By the time the co-pilot recovered in which a crew member mishandled an from the near-stall, the plane was headed engine problem and nearly hit a mountoward San Bruno Mountain a few miles tain in a densely populated area near San oorthwest of the airport. With a ground warning system barking, "Terrain. Terrain. Pull up. Pull up," the plane cleared the mountain hy only about 100 feet (30 meters).

United, which confirmed the June 28 incident last week, reported it to the Federal Aviation Administration, leading the agency to re-evaluate the airline's training programs and to order pilots to perform a minimum number of takeoffs and landings in aircraft instead

of simulators. Under new rules agreed to hy the aviation agency and United, each pilot Pilots on the jumbo jet get minimal must make at least one takeoff and land experience in takeoffs and landings being each month, plus two in a sim-

also reviewing its standards for Boeing 747 pilot training, but suspected that a month on such long routes, the chances United's problem might be "airline-spefor each pilot to take off and land are cific" because of work rules that allow United's problem might be "airline-spepilots to remain Boeing 747 co-pilots for many years rather than be upgraded to

1678759

800120230

080089723

See our Education

every Monday

in The Intermarket

#### TRAVEL UPDATE

#### Air France to Reduce Paris-Jakarta Service

JAKARTA (AFP) - Air France is cutting its oumber of Paris-Jakarta flights each week by half, making it the latest of several foreign carriers to cut services to Indonesia, company sources said Mooday.

The French carrier will cut flights oo the route to three a week starting Sunday because of a drastic fall in the number of passengers as a result of the economie crisis in Indonesia.

British Airways has cut its Jakarta service to two flights a week from six, Lufthansa trimmed its schedule from seven a week to four, and Turkish Airways has dropped its service to Jakarta. The Indonesian carrier Garuda eliminated its flights to Paris last year.

#### Reservations for 2000

BEIJING (Reuters) - The civil-aviation sector in China has booked 30,000 plane tickets for people flying after 2000 without a glitch, the official Xinhua press agency said Monday.

The new booking system passed checks by domestic and foreign airlines and was first used in January, it quoted

an industry official as saying.

Beijing, eager to show confidence that it has solved the millennium bug in aviation computer systems, has ordered several officials to be oo board its flights when the new century arrives.

#### Puerto Rico Sees Gains

SAN JUAN, Puerto Rico (AP) - A bitter northern winter and the closing of one hotel after the hurricane designated Georges led to Puerto Rico's highest January hotel-occupancy rate in seven years, tourism officials said. An average of 76.5 percent of hotel rooms were filled during the month, an increase of 5.1 percentage points from 1998, according to a tourism industry official. The island had oearly 150,000 visitors in January, up 9 percent from January 1998.

THG = www.hotelguide.com check out - before you check in Business + Leisure Worldwide visuals, info, book directly and in more than 50,000 hotels.

### Jaime Sabines Gutierrez, 72, Mexico Poet, Dies

Gutierrez, 72, the poet whose lyrical hymns about desire and loss were embraced and recited by generations of Mexicans, died of cancer Friday. Although he shunned public attention,

Mr. Sabines was a truly popular poet. His sometimes melancholy, often wry, occasionally brutal, but always access-ible renderings of the travails of the heart had special appeal for Mexicans caught between a tradition-bound culture based on close families and the tumultuous changes imposed by modern life.

At one of the last of the rare readings be gave in his later years, Mr. Sabines drew an overflow crowd in 1996 to the Palacio de Bellas Artes, the national theater of Mexico. Thousands of his followers remained in the plaza outside. content simply to hear his raspy voice on

Mr. Sabines avoided convenience of the poet whose lyrical conservative, he made a midlife foray into Mr. Sabines avoided cooventional in Gerhard Herzberg, 94, politics, which put off the largely anti-government intelligentsia. He served two three-year terms as a federal legislator, in the 1970s and again from 1988 to 1991, representing the Institutional Revolutionary Party, which in practice was Mexico's government for seven decades.

As a result, his work was not universally extolled by the literary class. But in 1983, when Mr. Sabines was awarded the National Prize for Letters, Mexico's highest literary award, Octa-vio Paz, the Nobel Prize-winning poet who died last year, said, "His intense personal opus is in my view among the most important in Latin America and the Spanish language."

Mr. Sabines was born in Tuxtla Gu-

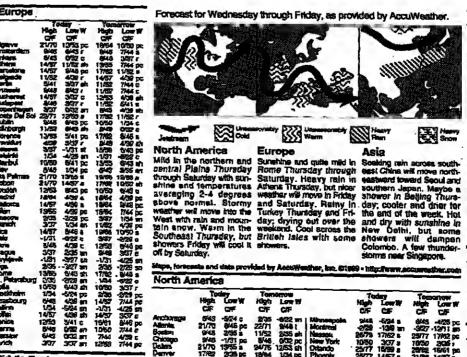
**Nobel Prize-Winning Chemist** New York Times Service

Gerhard Herzberg, 94, winner of the 1971 Nobel Prize in Chemistry for research into the structure of molecules, died March 3 in Ottawa.

Mr. Herzberg was known as the creator of modern molecular spectroscopy, which uses optical instruments to measure the characteristics of light emitted or absorbed by molecules and atoms. He spent most of his career with the National Research Council of Canada, retiring formally in 1994.

In making its award, the Nobel prize jury cited "his contributions to the knowledge of electronic structure and geometry of molecules, particularly free prize of the structure and produced to the structure and the structure of the structure and the structure of radicals." Free radicals are fragments of tierrez, in the rural southern state of molecules that are highly reactive, and combine easily with other molecules.

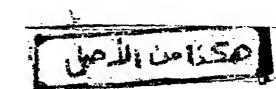
#### WEATHER



Tomanow High Low W CF CF High Low W 545 - 524 c 21/70 - 846 pc 948 - 255 s 948 - 1/51 pc 21/70 1995 s 17/82 203 pc 24/75 17/82 pc 24/75 1975 pc 24/75 1976 pc 24/75 1976 pc 24/75 1976 pc 2/35 22/71 11/52 8/46 24/75 18/94 7/44 27/80 24/75 21/70 17/62 t 3/37 s 16/99 s 14/67 s 8/43 sh 6/16 pc 0/32 s 4/39 sh

Latin America

Printed by Newsfax International, London, Registered as a newspaper at the past office.



#### THE AMERICAS

### Bradley Lays Out Attack: Ex-Senator's Boldness vs. Vice President's Caution

By Thomas B. Edsall Washington Post Service

JOHNSTON, Iowa - Bill Bradley's hardedged strategy for taking on Vice President Al Gore in the battle for the Democratic 2000 presidential comination emerged over the weekend as the former New Jersey senator campaigned in

Mr. Bradley portrayed Mr. Gore as part of a colitically cautious Washington elite and n politician of questionable viability in the general elecwho are in poverty; deal with

In addition, Mr. Bradley has sought to capitalize on liberal discontent with the Clinton-Gore administration's centrist and small-scale policy initiatives by asserting he will take "bold" steps to reduce child poverty, to insure the uninsured and to invest in the most vulnerable

of the very young.

Mr. Bradley's approach has already elicited a

The vice president defended his populist credentials as a country boy who learned how to 'clean out hog waste with a shovel' and 'plow 'clean out hog waste with a shovel' — episodic a steep hillside with a team of mules"—episodic farm experiences ridiculed by the Republican National Committee and the infloemial news-

paper, the Des Moines Register.
On his fourth post-announcement visit to

up the gantlet with a

barnyard portrayal of

his populist credentials.

He said his top priorities would be to address the needs who are in poverty; deal with the 43 million Americans who don't have health insurance" and to "invest in chil-dren zero to 5."

Mr. Bradley would not support increases in military spending as large as those proposed by the Clinton administration. Iowa Democratic cancus-goers are substantially more liberal than voters generally. Many voice at least modest discontent with the centrism

of the Clinton-Gore administration. Denigrating administration approaches, Mr. Bradley said, "We are at a time when the idea of winning an election by simply nickeling and diming it, by simply using a focus group phrase or a small program that metorically is strong but

won't make a real difference on the ground is past. I think we need to do some bold think-

On his fourth post-announcement visit to lows, the first state to pick delegates, Mr. Bradley fleshed out a series of campaign thernes.

While rejecting ideological labels, the three-term senator pressed issues that would place him senator pressed issues that would place him the liberal side of the spectrum senator pressed issues that would place him and why reject Mr. Gore, the him and why reject Mr. Gore, the

Instead of ignoring his challenger, Gore took

One major difference, Mr. Bradley said, "is leadership style. When I was in the Senate, I used to take hig complex issues — taxes, inter-national trade, international finances - and put a strucmre of reform around them and then push for that reform. Or I took issues that

are very volatile, like race, and tried to play to our better angels. Each of those were kind of risky endeavors. I think he has been more canoous."

Another difference, Mr. Bradley said, "is life xperience.

'I grew up in a small town in Missouri and had a life before I got into politics and after I left the Senate," Mr. Bradley told inquirers. "I think the vice president has had much of his life in Washington."

And Mr. Bradley suggested Mr. Gore could fail in the general election: Electability "nltimately will be an issue with the electorate. One would assume you want to have a winner, and I think one of the things I've discovered is, you

look at the polls, and he is not doing well." The usual reaction of a front-runner would be to decline to respond to such comparisons, re-fusing to dignify them. Mr. Gore chose oth-

In addition to boasting to the Register of his talents shoveling hog manure and plowing hill-sides with a mule team, Mr. Gore declared that his dad taught him "how to clear land with a double-bladed ax." And he was taught "bow to take up hay all day long in the hor sun." Mr. Gore then wondered "if Senator Bradley has had any

of those life experiences."

Although Mr. Gore's family owned a working farm in Carthage, Tennessee, it is unclear how much time he spent there. The Republican Naonal Committee quickly found and widely dis-tributed a quote from a 1994 New Yorker article, just the kind of material that will serve Mr. Bradley best if it becomes public currency: "Gore was the son of politics, a child of Washington where his father served for 32

years," the article said. "The family residence takes the lead.

was an apartment in the elegant Fairfax Hotel which was owned by a Gore cousin; young Al walked across the street every morning to the Cosmos Club, where a bus picked him up for the ride to Washington's most elite prep school, St.

And without Mr. Bradley having to lift a finger, the Register ran a front-page cartoon, "American Gorethic," showing the vice pres-ident in bib overalls under his suit, pitchfork in hand, wife by his side, as he declares: "I was born with a manure shovel in my hand, and spend my days behind a team of mules, and my nights inventing the Internet.'

While Mr. Bradley might have won this early skirmish, he and Mr. Gore are both sons of

Both are Ivy Leaguers (Mr. Gore went to Harvard, Mr. Bradley to Princeton), and Mr. Bradley's father was the majority stockholder in their hometown bank. For the moment, Mr. Bradley enjoys the protection of the underdog.

Mr. Gore, said William Robinson, a senior adviser to Mr. Bradley, "is the death star and we are the rebels," referring to the "Star Wars"

This position evaporates once a candidate

#### POLITICAL NOTES

#### In a Switch, Quayle Is Critical of China

WASHINGTON - In a toughly worded foreign-policy speech, former Vice President Dan Quayle has moved sharply away from the "engage China" stance he took while serving under President George Bush and accused the Clinton administration of "appease-

ment" of Beijing.

Mr. Quayle's address to the Los
Angeles World Affairs Council
aligned him with others in the Republican field for 2000 who have taken a hard line toward China. Implicitly, it opened a possible area of debate with Governor George Bush of Texas, a son of the former president. Mr. Quayle was emphatic in shifting his stance from the policy he defended for four years as vice president under the elder Mr. Bush.

The situation in China is "far worse today," Mr. Quayle said, citing "a continued decline" in human rights, rising religious persecution, threats against Taiwan and espionage involving our most crit-

#### Internet Historians Click on Gore

WASHINGTON — Did Al Gore create the Internet? The vice president's recent comment that he "took the initiative in creating the Internet" opened him up for wide derision, as the global computer network had its

Mr. Quayle scoffed to a reporter that "if Gore invented the Internet, I invented spell-check." The Senate majority leader, Trent Lott, Repub-

lican of Mississippi, countered that he had invented the paper clip. But despite the partisan mirth, many of the researchers and vencrated propeller-heads who actually did have a hand in the Internet's creation said that Mr. Gore deserved substantial credit for passing a number of bills that gave a boost to supercomputing and high-speed communications networks and that helped create the Internet as it exists

David Farber, a professor of com-puter science at the University of Pennsylvania and one of the early players in the Internet, said that along with the importance of his legislative initiatives, Mr. Gore popularized the emerging medium worldwide.

Vinton Cerf, the person most often called "the father of the In-ternet," said, "I think it is very fair to say that the Internet would not be where it is in the United States without the strong support given to it and related research areas by the vice president in his current role and in his earlier role as senator." (WP)



A Zapatista supporter voting in Mexico City. The rebel-organized referendum posed questions about the guerrillas' proposals for peace with the government. eastern state where the rebels are based

### Zapatistas, Seeking Visibility, Pose Some Loaded Questions

By Julia Preston
New York Times Service

MEXICO CITY - Mexico's Zapatista rebels, in a characteristically imaginative but one-sided attempt to put their isolated movement back in the limelight, have held a nationwide referendum oo their proposals for peace with the government.

they were likely to reveal little about Mexicans' views on the rebels' fiveyear-old organization -- a hybrid be-tween an armed guerrilla force and a

grass-roots Indian rights movement. [A firm hired to count the votes said more than 95 percent of the 860,349 ballots tallied as of early Monday went in favor of the Zapatistas, Reuters
Mexican capitalism. Participants said
teported Monday. Zapatista supporters estimated that 2.5 million people
to make peace with the government. had cast ballots, at least 95 percent answering "yes" to each questioo. The Associated Press reported.] The preparations for the vote in re-

cent days brought much political theat-er. The media blitz made it clear that the Zapatistas and their chief strategist, known as Subcomandante Marcos who did not leave Chiapas, the south-

Charles to M. W. Co. and Physics of

— retain a flair for populist politics. The Zapatistas organized balloting in every county in Mexico and 5,000 masked Zapatista followers propag-ated their proposals across the nation.

Last week, a half-dozen masked Indian rebels stopped in for lunch at a storied cafeteria in Mexico City called Sanborn's. They sat at the same counter where the fighters in broad The four quescons on the ballot sombreros supporting Emiliano Za-Sunday were so politically loaded that pata, the revolutionary for whom the modern-day rebel organization is named, had a meal after marching to Mexico City in 1914.

The most surprising encounter was a lunch Thursday among three Zapatistas and several top business executives at the Industrialists' Club, the exclusive meeting place for the captains of while the Zapatistas urged the businessmeo to urge the government to make peace with them.

The government responded with its own press campaign. President Ernesto Zedillo traveled to Las Margaritas, a Chiapas Indian county that used to be strongly pro-Zapatista but is in-creasingly divided. He blamed the Zapatistas for holding up peace talks.

#### **Away From Politics**

 Shoppers packed grocery stores in New Jersey after monthly foodstamp accounts were accidentally credited 11 days early because of an error resulting from an effort to fix year 2000 computer problems. The premature credit — about \$275 for a mother with two children showed up in the accounts of the 90 percent of New Jersey welfare re-cipients who get their food stamps

 Jury selection was beginning in the murder trial in Pootiac, Michigan, of Dr. Jack Kevorkian, the right-to-die activist who admitted giving a lethal iojection to a terminally ill man last September. The doctor has admitted assisting in more than 130 suicides but said this was the first such injection he had administered himself. (Reuters) (Reuters)

through electronic cards. (NYT)

 A woman drowned after being trapped upside down in waist-deep water wheo a raft overturned at an amusement park in Arlington, Texas. Ten others were hurt. (AP)

•U.S. military communications are dangerously vulnerable to attacks via computer, the National Research Council reported, calling for urgent changes in Defense Department policy.

### Governer Joins Mayor's Critics In N.Y. Slaying of Immigrant

New York Times Service

NEW YORK - With the grand jury investigation of the Amadou Diallo case wrapping up, and momentum gathering behind protests over the slaying of the West African immigrant in a hail of police gunfire, Governor George Pataki has described the case as horrific and suggested that the administration of Mayor Rudolph Giuliani was not "re-sponding appropriately to criticism" over the matter.

Mr. Diallo, who was from Guinea, was killed Feb. 4 in the vestibule of his apartunarmed and had no criminal record.

The incident has led to continuing protests, including almost daily acts of civil disobedience outside police headquarters in lower Manhattan, in-

on issues like crime," he said, "and the police have done an excellent job, but the Diallo incident was so horrendons and so horrific that it has created a sense of moral outrage, an understandable sense of moral outrage where all of us have to take a look."

caustic response to the protests, the governor added, "I think the city is doing very well, but part of governing is being tolerant and listening to criticism and sponding appropriately to criticism."

Asked about the governor's com-ments, Mr. Giuliani, who was in Phoenix, ment in the Bronx by four undercover Arizona, for a speaking engagement, officers from the Police Department's said: "I haven't seen exactly what the governor said. I think the New York City Police Department conducts itself appropriately and has an excellent record of restraint which, unfortunately, is not get-

The governor's criticism capped a Last week, Mr. Giuliani denounced those protests as "publicity stunts" and said that they were getting "silly."

In his most pointed comments on the shooting, and Eliot Spitzer, the state Diallo case to date, Mr. Pataki said Sun-day that the shooting had created an rights inquiry into the Police Depart-

By Michael Cooper

Street Crimes Unit. Mr. Diallo, 22, was

cluding the arrest of former Mayor David Dinkins.

understandable sense of moral outrage.

"The mayor has done an excellent job

In a clear reference to the mayor's

ting the attention that it deserves."

week in which the Police Department and the Giuliani administratioo came ment's stop-and-frisk practices.

### Pierce Brosnan's Choice



The sign of excellence

#### **CROSSWORD**

ACROSS 10 "Oh, my!" 14 Hooded Snak

15 Othello's false 42 Paris recreation 15 "I'm --- you!" 17 Start of a quip 20 Summer shirt, 24 Mallands' homes 22 Metric volume 23 Place for a 45

24 Clinch, as a deel

44 Lucy's partner 46 Part 3 of the gulp 50 Entanglement 51 Encumbrances se One who grins and beers it 25 Part 2 of the quip se Biol., e.g.

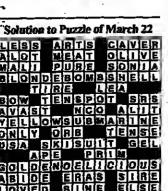
32 Son of Venus 33 Stiff denial

34 Old polit, cause

30 Ovine utterance 40 A major, maybe

35 Dosage unit

36 Caribbean



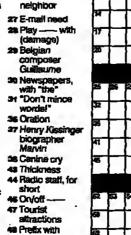
.se End of the quip .. 24 Yemeni's 42 Novelist Waugh neighbor 63 Tallow source sight and mind es Entanglement #Here goes!

DOWN f "Out!" 3 Strong of body and mind 4 Charlemagne's realm: Abbr. 5 Early Greek lyric 5 1934 quintuplet

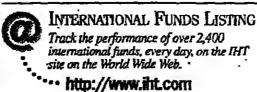
45 On/off 7 Forcefully stuff, as a throat Turkish generals Took the trophy **40** Captivets 52 Defraud 16 Chin beard 11 ---- and for all \$3 It may be spun 13 Place for a run

18 Warner Bros. 19 Resort island off 23 Word in a price 57 Oaf 24 What 58 Conjectural 25 The 80 Ethnic suffix

-good







### Serbian Troops Continue Ransacking and Burning Villages

By Carlotta Gall New York Times Service

SRBICA, Yugoslavia -- Serbian army and police forces continued ransacking and burning villages Monday, as the commander of the Kosovo Liberation Army accused the military of using more heavy weapons than ever before against his people.

Police troops set houses and farm buildings ablaze in the village of Pol-jance, leaving a trail of dead cows and downed power lines, before pulling back

Further down the road two policemen walked away from a burning house and fired a burst of gunfire into the air. to their base in Srbica.

There are no terrorists here," said an officer leading ont a column of 20 armored police jeeps packed with armed men. "It is all calm."

was on fire.

Flames leapt from the windows of bouses beside the main road, while others were already scorched shells, still smoldering, their blackened rafters col-

In the late afternoon, police troops in

their chests, walked wearily op the road and gathered at the top of the village.

Two dark blue armored troop carriers and a vehicle mounted with an antiaircraft gun accompanied the column out of the burning village.

Police riding on top waved their guns, and raised a Serbian three-finger salute as they passed.

With the fighting earlier in the week

around Poljance long over, the ransacking and burning appeared to be the principal activity of the Serbian troops. The top commander of the Liberation

Almost every other house in Poljance Army, Suleyman Selimi, better known among fighters and villagers as "Sultan," said the Serbian military was using ground-to-ground missiles in large numbers and heavier tanks against villages in central Kosovo than ever before in the year-old war.

camouflage and carrying automatic weapons," Mr. Selimi said in an interview Monday. "The kind of tanks are their chests, walked wearily op the road their chests, walked wearily op the road more sophisticated and they are using the said he had treated two civilians."

Confirmed that mortars were hitting cinetal thing is not to lose any vilian areas.

The office of the UN High Comnew mortars —120mm to 200mm — as well as ground-to-ground missiles."

Sitting in a two-story house high in the Drenica region, about 30 kilometers (18 miles) northwest of the provincial capital, Pristina, Mr. Selimi has a view of all the nearby villages.

from a multiple rocket lanncher were audible. Smoke rose from Poljance and battle for the village of Prekaz on Satanother village further south as the mis-

Mr. Selimi said Serbian forces Sunday fired powerful ground-to-ground missiles from positions oear Istok, 40 kilometers away near the provincial border with Montenegro.

Mr. Selimi said.

A doctor from the humanitarian orgamization Medecins du Monde who one, so we try to hold positions as long as and take shelter in the woods and moun"They are using more modern runs a mobile clinic in a nearby village we can," be said. "But in the end the tains.

wounded by mortar fire Sunday in a nearby village.
The fighting in recent weeks has been

some of the heaviest since last summer. Mr. Selimi said he had lost 47 men in the last three weeks.

He said he believed the Serbs suffered Monday morning missiles being fired casualties as well, adding that his forces

> urday in fierce fighting. The Liberation Army engaged the Serbs within 30 yards of the village

before making their escape.

Mr. Selimi's strategy was to try to defend villages as long as possible to deter the Serbs or delay their advance.

der with Montenegro.

Three hit the village of Likovac, where the Liberation beadquarters is army was in no position to compete equally with Serbian forces, with their equality with Serbian forces, with the serbian forces and the serbian forces are equality with Serbian forces.

missioner for Refugees estimates that 40,000 people have fled their homes in the last week alone and 20,000 over the last two days, according to Fernando del Mundo, the agency's spokesman in

Virtually all the refugees are from the Drenica region, fleeing as the Serbian had knocked out three Serbian tanks in a military operation has grown in breadth and intensity

Mr. del Mundo said he had counted 1,000 refugees traveling in 20 tracks and

trailers along one middy back road.

The people had fled eight different villages in western Drenica. Hundreds more were still trying to escape Srbica as their houses were being set afire.

"It is a replay of last summer." Mr. del Mundo said, recalling the huge offensive of July and August, which evenwealth of armor and heavy guns.

"This is a regular army, not a guerrilla

to flee their homes throughout Kosovo tually forced more than 100,000 people

### **New Attacks** Dim Support By Russians

By Michael R. Gordon New York Times Service

MOSCOW -- Serbia's latest offensive in Kosovo is leading some of Russia's top foreign policy specialists to question Moscow's longstanding support for Belgrade.
With Prime Minister Yevgeni

Primakov set to leave on Tuesday for Washington, Russia's top pri-ority is to wrest billions of dollars in fresh credits from the International Monetary Fund, not argue over the

Given the economic stakes, the decision by President Slobodan Milosevic to press the attack against the Kosovo Albanians is more than a matter of bad timing. To an increasing number of Russian experts it underscores Belgrade's indifference to the Primakov mission.

Within the Russian government senior officials talk quietly about their deep "frustration" with Mr. Milosevic. Some leading lawmakers are more vocal.

"We have invested too much into this problem," Vladimir Lukin, the leader of the Parliament's Foreign Relations Committee said on Russian television Sunday. "We must know the limits of our support." None of this means that Russia

would welcome a NATO bombing

Moscow's long-range goal is to diminish the military and political unity of the Western alliance. Nationalist semiment at home further demands that the Kremlin give their fellow Slavs in Yugoslavia a measure of rhetorical

support, even though many ordinary Russians do not identify with the Serbian cause. Russia had hoped to negotiate a political solution that would obviate the need for NATO action. When he served as foreign minister, Mr. Primakov put Russia's prestige on the line by inviting Mr. Milosevic to

publicized series of talks. But these days Belgrade does not seem to be listening to Moscow's

Moscow last summer for a widely

The Serbs, in fact, may have timed their attacks against the Kosovo Albanians to coincide with Mr. Primakov's mission to Washington, calculating that NATO would be reluctant to strike when Mr. Primakov is in the United

That fact that a NATO attack might sour the atmosphere in Washington does not seem to have mattered much in Belgrade.

And if Russia's influence with Mr. Milosevic has dwindled, it seems to have reached a low point

The alliance appears to have coocladed that it must take action soon if the Serb attacks continue in order to salvage its own credibility, regardless of what the Russians

### Hostage for 6 Years, Terry Anderson Files

The Associated Press

ATHENS, Ohio — Almost exactly 14 years since the day he was taken hostage in Lebanon, Terry Anderson and his family acted on Monday to file a \$100 million lawsuit against Iran.

The former correspondent of The As-sociated Press says that Iran sponsored the captors who kept him blindfolded and chained for more than six years. Similar lawsuits became possible only in recent years, and at least three have won millions of dollars in judg

ments. Mr. Anderson is now 51. But like the other plaintiffs, he also expects his lawsuit to become a chal-

lenge to the U.S. government.

The Clinton administration has thwarted claimants from collecting millions of dollars awarded by U.S. courts, even though the damage claims are against countries the State Department labels as sponsors of terrorism.

In October, the president issued a planket waiver of a requirement that federal agencies belp obtain that

"Much of our argument is likely to be with the U.S. government, rather than the Iranian government," Mr. Anderson said in an interview at his home about 10 miles outside Athens, where he teaches journalism at Ohio University.
"The law says that the U.S. gov-

ernment is supposed to help us in pressing our claim, said Mr. Anderson. Confident of winning a judgment against Iran, he said "the biggest obstacle to our receiving any money is the White

49, and their daughter. Sulome, who seek redress for emotional distress and their long separation.

East correspondent, was taken captive in Beirut on March 16, 1985, as he returned

Held longer than any other American in Lebanon, he was freed 2,454 days later, on Dec. 4, 1991. The family is summit meeting in Berlin, he will try seeking compensatory damages and un specified punitive damages.

Named as defendants are the Islamic Republic of Iran and its Ministry of Information and Security.

### Serbs Reported Executing Kosovars

Special Forces Units Search Door-to-Door for Suspected Guerrillas

By R. Jeffrey Smith and Peter Finn

Washington Post Service SRBICA, Yugoslavia - Yugoslav special forces units, searching door-to-door over the weekend in Kosovo for supporters of the ethnic Albanian separatists, seized and executed 10 men in this towo oo Saturday, including a father and his four sons, witnesses said.

The reported executions - supported by physical evidence at two locations were among many signs of the toll of a two-day Serbian offensive against rebels

Gashi, his four sons and also three neighbors and marched the men, their hands clasped behind their heads, at gunpoint a house of relatives.

up a hill overlooking the city and then

The men and their families had fled

into a gully.

After a 20-minute discussioo among the troops, witnesses said, five of them shot the men. The witnesses said a unit of Interior

Ministry troops, wearing surgical gloves, removed the bodies. On Monday, pools of blood and bits of skull and brain matter were still splashed across mud and leaves at the site. A surgical glove lay oearby.

According to the accounts of three Other witnesses reconoted the exe-witnesses in Srbica, a town of 20,000 cution Saturday of two other men —

KOSOVO: Clinton Issues a Grave Warning

Continued from Page 1

ligans who don't know what either history or dignity means," it said. "Belgrade is tolerant but not stupid." ■ A Final Mission to Belgrade

Craig R. Whitney of The New York Times reported from Brussels: Mr. Holbrooke, discussing his mission to hold last-dirch talks with President

Milosevic, said: "We are going to Belgrade under instructions from the secretary of state and the president to talk, but out to talk while the fighting gets worse and the rampage continues." He spoke after he conferred in Brussels with Mr. Solana and the allies' top mil-

itary commander, General Wesley Clark, to prepare for his talks with Mr. Milosevic. "We think this is the moment of truth," Mr. Solana said. "Mr. Holbrooke has everything he needs from NATO." Mr. Holbrooke said he also received full backing from Mr. Vedrine and Mr.

Kosovo, in a breakfast meeting with them and the German foreign minister, Joschka Fischer, oo Monday. If Mr. Holbrooke succeeds in his mission, then threats will have been enough, and the allies will not be forced to break with Russia, which has been trying to

ook, co-chairmen of the Paris talks on

find a diplomatic solotion to the Kosovo crisis for the last year. Mr. Solana is oot expected to authorize any attacks until after Mr. Holbrooke and international mediators re-

port on the outcome of their talks. President Clinton and the European leaders most closely concerned with Kosovo, a ranking adviser in a European capital said the other day, were wrestling with the worst dilemma they have faced in the Balkans: If the threat of bombing bian forces in Kosovo.

cannot stop Serbian forces from attacking rebels oo their own territory in Kosovo, carrying out bombing threats might provoke even more Serbian violence against the ethnic Albanian majority in the province instead of making

the peace agreement possible. Seeing the Western leaders agonizing over their decision, Mr. Milosevic has now had four full days since the Paris peace talks on the province broke down last week to send thousands of heavily armed Serbian troops into Kosovo to try

tutes what remains of Yngoslavia. A similar force was moving south toward the province from Serbia, a NATO official said, to reinforce the 40,000

Yugoslav Army troops and Interior Min-

istry police officers that began an offensive against Kosovo Liberation Army RIYADH: U.S. Air Strikes Against Iraq Start to Annoy Saudis base areas after the talks broke down. The Clinton administration has sought to broaden the authority that Mr. Solana already had to send an initial barrage of ficial said that his government had obunpiloted cruise missiles against selected tained information suggesting that the Serbian military targets, followed by a recent U.S.-led attacks had "substan-campaign to destroy anti-aircraft missile tially weakened" the Iraqi leader, and launching sites and other air defense in- made it "much more likely" that seg-

Alliance officials said Mr. Solana could oow approve intense, punishing strikes by more than 400 American, Britisb and French warplanes against Ser-

residents, special forces detained Ali Mohammed Fazlia, 29, and his consin. Musli Fazlia, 23 - in a nearby farmyard after special forces found them hiding in

> the shelling of their home village to the east of Srbica a week ago. According to three witnesses, the men were shot in the head as they stood with their arms

> Villagers from across the region gave accounts of harassment and beatings indicating that the Belgrade regime's rhetoric about standing up to the North At-lantic Treaty Organization has percol-ated to the lowest ranks of the military. A 16-year-old boy from the destroyed

> village of Lausa and an 18-year-old from Srbic, who fled to Mitrovica on Sunday, said they were arrested and beaten by troops at the Srbica police station. They said the troops tanned them, asking:
> "Where is NATO for you now? Where

are your foreign cease-fire verifiers?" The youths, among an estimated 200 males arrested in Srbica, said the troops cursed President Bill Clinton.

An ethnic Albanian rebel commander, encountered on a highway near Srbica, said that some civilians who fled the area reported they had been told to "leave for Albania and look for Americans to protect you."

A 13-year-old girl in Srbica watched as her brother and mother were beaten by

o destroy the rebellion.

Alliance officials said Monday that intelligence reports showed that 3,000 to 5,000 Serbian troops with tanks and other armored vehicles were moving toward Pristina, the capital of Kosovo, from Montenegro, which with Serbia consti-

Continued from Page 1

units. The army's engagement appears

to reflect a new and more compliant army command installed by President Italian troops with the NATO contingent in Macedonia boarding a Slobodan Milosevic at the end of 1998. helicopter on Monday as the allies continued to maneuver their forces,

stallations. With no sign of a peuse in the ments of the Iraqi military might attempt Serbian offensive, the allies agreed to let to topple him. Mr. Solana broaden the range of air op-

A U.S. military spokesman in Saudi the U.S. aircraft in Saudi Arabia were operating under different constraints than those elsewhere in the region. He also would not say whether U.S. planes based in Saudi Arabia had taken part in any of the recent strikes on Iraq.

"All I am prepared to say that we've called complicity in the U.S.-led athad good cooperation from all the host nations," said the spokesman, Captain

Michael Shavers. Saudi Arabia was the base for the U.S.-led military operations that drove Iraq from Kuwait in the Gulf War of 1991, and at least 60 F-16s and F-15s are currently at Saudi bases.

Saudi officials who agreed to discuss of not being identified by name.

But their willingness to speak even anonymously may have been prompted by a propaganda assault from Iraq, which has denounced Saudi Arabia and

tacks.

In January, President Saddam called on Arabs in the region to rise up against governments that be portrayed as stooges" of the United States.

At the United Nations last week, Abdulrahman Ahmed, chargé d'affaires at the Saudi mission, issued a letter that dismissed Iraqi allegations about the use Lawsuit Against Iran erations if necessary, subject to further consultations with allied leaders.

Arabia said he could oot discuss whether the issue would do so only oo condition of Sandi territory as a base for military of not being identified by name.

Strikes as "completely gratnitous and gratnitous strikes as "completely gratuitous and unfounded."

Saudi Arabia consistently has refused to allow U.S. combat planes based in the kingdom to join in any new overt mil-

### STRIKES: U.S. Is Feared to Be Putting Excess Strain on Military

Continued from Page 1

we will continue to meet our commit-ment to NATO." U.S. military doctrine is fashioned around a proclaimed ability to fight two major regional conflicts

on the Korean Peninsula.

Analysts acknowledge that the U.S. commitments in the Gulf and the Balkans fall below that level.

But it is unclear, they said, that the military could actually meet the two-war objective, and its present involvements make that even more uncertain. The Kosovo and Gulf operations, Mr.

ability to prosecute midlevel regional mount an operation oo the size of Desert

Anderson said, "undermine our stated

cearly simultaneous wars. That's bluff-

ing."
The United States has more than 200 aircraft in Europe for its Balkan op-

nearly simultaneously — such as a erations, the largest single component of Desert Storm-type operation and a war on the Korean Peninsula.

Analysts acknowledge that the U.S. the Balkans, including 350 in Macental of the Balkans includin donia, which borders on Kosovo.

The Pentagon has said that a NATO

peacekeeping force for Kosovo would iness for combat. include about 4,000 U.S. troops. Today's militar There are now roughly 23,400 U.S. that of World War II, he said.

About 62 percent of troops ried now, nearly three times it

nderson said, "undermine our stated oblity to prosecute midlevel regional in enforcing the flight-exclusion zone over northern Iraq; about 100 police the skies of southern Iraq.

"These operations - in Iraq and there,"

Storm - that would be very difficult Kosovo - these we can handle." said - yet we're claiming we can do two William Taylor, director of politicalmilitary studies at the Center for Strategic and International Studies in Washington, "But we are overstretching our pilots. It's the flying time that is the

In the short term, Mr. Taylor said,

His institution is undertaking a major study of U.S. troop attitudes and has found high levels of patriotism and read-Today's military is far different from

About 62 percent of troops are married now, oearly three times the earlier rate, and wives, Mr. Taylor said, "are getting fed up with the length of deployment for operations that are not war, where there's oo great threat out

### Kuwait for what Baghdad officials have itary campaign against Iraq. In Egypt, Mrs. Clinton Avoids No. 1 Issue

for the first time, she said: "I do know that I want to continue speaking out on behalf of the issues

that I've spent more than 25 years this very important partnership and working on. "But the form that will friendship between the United States take I really can't predict at this and Egypt." Mrs. Clinton spoke after a deliv-

promote social issues and ties with the

GERMANY: 'Red-Green' Coalition Tension Is Growing

Before an audience of health work-CAIRO — As speculation aboot a possible bid for the U.S. Senate by Hillary Rodham Clinton reached the old bazaars of Egypt, she left everyone almost all of which were about her

here on Monday nooe the wiser about runnored Senate plans.

"I've talked to a lot of people in the last mooth and I will continue that when I return home," she said.
"But right now I want to focus oo the issues that are really at the base of

The comments on politics were her first since she acknowledged in a writering an address at a surgery center she ten statement in February that she was was visiting. It was the second day of a considering a run for a New York Sen-12-day tour through North Africa to ate seat in the year 2000. She has en-

ergetically consulted political advisers on the advisability of such a move.



Environment Minister Juergen Trittin, right, and a fellow Green in Bonn on Monday.

These extraordinary comments, later played down by Mr. Schroeder, were made before Mr. Trittin pulled

Continued from Page 1

ernment of which he is a part. azine last week, adding that he saw

meeting. The chancellor, who has

been touring European capitals, was

not present at the meeting, which was

chaired by Mr. Fischer as deputy

chancellor. The approach to govern-ment taken by these two men il-fontaine's example and resign. lustrates the tensions within the azine last week, adding that he saw proved generally pragmatic, Mr. swallow his misgivings and hang the Social Democrats as virtually indistinguishable oow from the Chrisfervor and idealism that were Mr. Schroeder is clearly anxious tian Democrats of former Chancellor strengths of the party in opposition. Helmut Kohl. He added that the But those qualities are hard to square Greens might even consider future with the day-to-day grind of getting

political alliances with the Christian anything done in Germany.

Democrats.

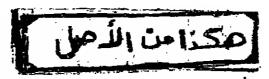
When Mr. Trittin raised his newspaper, Mr. Fischer was in the midst of a presentation of foreign policy, said the minister who observed the out his newspaper in the cabinet scene and spoke on condition of anonymity.

"Fischer whistled sharply, and Trittin put his paper down, he said. Speculation is oow widespread

But the Greens, having never be-"Red-Green as a reform project is dead," Mr. Trittin told Stern magdead," Mr. Trittin told Stern magmembers. While Mr. Fischer has tached to it, and Mr. Trittin may
Mr. Anderson's wife, Madeleine Bassil,

> Mr. Schroeder is clearly anxious to avoid further disruption. The press here has been busy calling him "the lifestyle chancellor." a reference to lifestyle chancellor," a reference to his frequent appearances at fashionable parties and on talk shows. He from a morning game of tennis. badly needs a solid political success to bolster his image.

This week, at a European Union to secure that lift through an agreement on reform of EU finances that would slowly cut Germany's buge cootribution.





Robert Silva enjoys special privileges on one airline. Now, he receives preferential treatment on four others. How in the world does he do it?

**American Airlines** 



Canadian Airlines



CATHAY PACIFIC





revolves around you. Now there's an alliance that recognises top-tier frequent flyer privileges you have on one airline on all of the others. www.oneworldalliance.com

Some privileges vary between airlines. Each **one**world, alliance airline reserves the right to change its frequent flyer programme rules, regulations, travel awards and special offers and to end their frequent flyer programme in accordance with its relevant frequent flyer programme rules. All **one**world benefits are only available to passengers on scheduled flights that are both operated and marketed by a **one**world member airline. (Marketed means there must be a **one**world member airline flight number on your ticket.) American Airlines, British Airways, Canadian Airlines, Cathay Facilic Airways and Cantas are all trademarks of their respective companies.

### **Rivals Trade** Prisoners on Subcontinent

The Associated Press

WAGHA, Pakistan - Pakistan and India exchanged civilian prisopers Monday for the first time since 1991 as a part of efforts to improve relations.

Among the prisoners who crossed the border were two children who had spent the last three years in jail in Pakistan, along with their father, Ashok Kumar. The

younger child was 4 years old. Since the two countries exploded nuclear devices last year, the international community has been urging them to take confidencebuilding steps and reduce tension.

The first prisocers to be released across the border were 14 Indian nationals, including Mr. Kumar and his two children. Some of the prisoners had been in Pakistani prisons

for as long as nine years. India banded over 43 Pakistani prisoners, many of whom said they were farmers tending land that borders India and claimed they had been on Pakistani soil when de-

tained by the Indian authorities.
Mr. Kumar, from Calcutta, said he
and his children had been arrested when they tried to cross into Pakistan in search of work. "I had to bring the children because there was no food at home," he said before stepping across the border into India.

Jaffar Hussein said he had farmed land in Nariwal, which borders India. He was arrested in 1995 from his fields in Pakistan. "I wasn't doing

anything but farming," he said. He added that the Indian authorities had accused him of working for Pakistani intelligence agencies, a charge he denied, and he said he had been mistreated in prison.

Abdul Rashid Ansari, 59, who came to Pakistan in 1981 in search of work, was arrested in the southern port of Karachi in 1992 and thrown in a hospital for the mentally handicapped.

"For two years I was kept in this one room with two men who were patients there," he said. He said he was later transferred to

a Karachi prison but never charged with any crime. Prime Minister Atal Bihari Vaj-

payee of India and Prime Minister Nawaz Sharif of Pakistan agreed to exchange prisoners in talks last month after Mr. Vajpayee inaugurated the first has service between



Pakistani prisoners released by India praying Monday after cross-ing the border. Forty-three Pakistanis and 14 Indians were freed. nalists at the end of his five-day visit China did in Hong Kong in 1997.

### Ready or Not, Macau **Awaits Chinese Rule**

By Mark Landler New York Times Service

MACAU - In less than nine Chinese, have few illusions about Kong which side is calling the shots in the loog, rwilight transition to Beijing

Still, the president of Portugal, Jorge Sampaio, served notice Mon-day that Macau's colonial rulers in bilateral talks between the counwould not go quietly. Mr. Sampaio tries this year. said he was prepared to boycott the handover next December to protest Mr. Sampaio said several times. China's handling of the transition, particularly its decision to seed tion.

because we are a country with

declaration governing Macau's return to China did not permit Beijing to station troops in the colony and that Chinese officials had not justified their decision to depart from the concern that security was hreaking the agreement.

"If there is to be a change, there has to be an explanation," he said.

has to be an explanation," he said. send an advance guard of the "We don't think the explanation has People's Liberation Army even bebeen satisfactory."

The Portuguese leader's remarks rison.

here. Mr. Sampaio's trip was sup-posed to generate goodwill between Portugal and China in the waning days of Portuguese rule. But with months, this postage-stamp Por- the two countries at loggerheads, tuguese colony will be absorbed into Macau's handover may end up be-China. And its 502,000 recorded ing as acrimonious as its that of its residents, most of whom are more prominent neighbor, Hong

> Mr. Sampaio met Friday with the Chinese deputy prime minister. Qian Oichen. But he said he had not raised the issue of troops because he believed the dispute should be sented

"We are not being belligerent," "We are waiting for an explana-

China insists it has the right to "I want to be here with my face deploy soldiers because it will be looking up," he said. "I will not be responsible for Macau's national se-here with my face looking down, curity after Dec. 19. Although Beijing has not said so explicitly, ride."

people here suspect the troops will

Mr. Sampaio said that the joint crack down on gangs, which are waging a bloody war for control of

> down. During his visit here last week, Mr. Qian said Beijing would fore the handover to establish a gar-

Such a move would mimic what

#### BRIEFLY

\* Willenders Will

To from was

- -

### Ease Up on China, Perry Warns

HONG KONG — Former Defense Secretary William Perry of the United States warned Monday that growing anti-China rhetoric in Washingtoo posed one of the greatest risks to security in the Asia-Pacific region.

Mr. Perry said during a visit here that the Chinese-U.S. relationship was at its most worrisome in many years. "I cannot point to a time in recent history when I was more concerned about the U.S.-China relationship, based on what is going on in Washington today, "Mr. Perry told

"Above all," he said, "I would like to see a moderation of the rhetoric that persists in referring to China as an enemy. If we treat China as an enemy, it will surely

become one.' Opposition to the U.S. policy of China engagement seems to be growing and could yet gain ascendancy, destroying a pillar of Asian stability and security over the past two decades, he said.

### Storm Hits Northwest Australia

Just Dellevil - 1 vill But the Triville PERTH, Australia - A hurricane left a trail of destruction along Australia's northwest coast Monday, with winds of 225 kilometers (140 miles) an bour ravaging towns, closing ports and halting mining operations. A 47-year-old man was missing and presumed dead after refusing to evacuate from an area at the base of the Exmouth Gulf, near where the hurricane made landfall.

Monday morning.
When it hit shore at 235 kilometers an hour, the storm, designated Vance, was classed a Category 5 cyclone, the most powerful level. It lost some force once over land and was reclassified as a Category 4 by evening. Cyclone is the term used for a burricane in the Indian Ocean.

The town of Exmouth, 1,250 kilometers northwest of

Perth, bore the brunt of the damage, with 112 homes destroyed and a trailer park flattened. At Onslow, 130 kilometers northeast of Exmouth, half of the 840 residents were evacuated and there were reports of widespread flooding and property damage.

#### Beijing-Manila Talks on Isles

MANILA — The Philippines and China opened two days of talks Monday to find ways to resolve their territorial dispute over islands in the South China Sea.

The two sides discussed a Chinese proposal for joint use of structures that China has hnill ton Mischief Reef, an

area in the Spratly Islands claimed by both countries. But at the end of the first day of talks, Chinese officials told Philippine officials that Filipinos could not yet use the facility because construction had not been completed, said Lauro Baja, the Philippine foreign undersecretary. The Philippines has demanded that China dismantle

#### 4 Arrested in Cambodia Attacks

PHNOM PENH - The Cambodian police said Monday that they had arrested four men in connection with grenade attacks on ethnic Vietnamese that killed one person and wounded dozens.

Ek Kreth, a police colonel, said there had been at least seven grenade attacks in Phnom Penh this year, most of them targeting ethnic Vietnamese.

### **Indonesian Army Tries to Halt Borneo Carnage**

PONTIANAK, Indonesia - A week of savage ethnic clashes in Indonesian parts of Borneo island has killed at least 114 people and forced thousands to seek safety in the provincial capital, the police said

More than 12,000 people have crowded into Puntianak to escape the violence to the north in Sambas district, local officials said.

The Indonesian armed forces commander. General Wiranto, said in Jakarta that the military was trying to prevent the violence from spreading to other parts of the vast

general said in a statement. "Please Madurese settlers by land and boat, tenant Colonel Tukiman, said Mon-do not exploit this problem for polit- Armed men have combed the rice day that "14 dead people with knife do not exploit this problem for political interests," he added.

Security forces were sweeping affected areas and checking people for weapons, officials said. Many of the clashes have been fought with crude weapons such as spears and ma-

The conflict has pitted the re-

gion's indigenous peoples against recent migrants from Madura island. off eastern Java. There have been reports of rampant bloodletting, decapitations and even cannibalism. Groups of Malays and indigenous

Dayak tribes, armed with machetes, spears and old rifles, have re-The armed forces are strengthening their personnel in the field, the

fields in Setimbuk, in the Selakan subdistrict, looking for Madurese settlers blocked from fleeing the area. Other groups of attackers have set fire to empty houses in the

Madurese settlement there

Hostile groups of Malays and Dayaks surrounded some 5,000 Madurese trapped in a forest in the things were quieter in the affected Tebas subdistrict, the Media In- area, "There was no clash last Tebas subdistrict, the Media Indonesia daily said.
Faced with the terror, the military

has begun a mass evacuation for the poor immigrants from the overpopulated island of Madura, whose arrival has sparked tensions with the indigenous peoples.

A provincial police official, Lieu- nesses said.

day that "14 dead people with knife wounds have been found by the security forces. About 1,300 police and military

personnel were ready to quell the unrest, said Aspar Aswin, the provincial governor, on the private television station SCTV But residents said Monday that

night," said a resident from Pe-mangkat town. "However, the situation is still tense.

Some of the ethnic groups have started to wear colored headbands to identify themselves, yellow for ethnic Malays and red for Dayaks, wit-(Reuters, AFP)

Covered by Allianz Group.



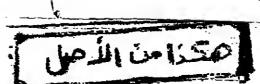
Wherever you are. Whatever you do. The Allianz Group is always on

your side. To us risk management means thinking the unthinkable to prevent risk turning into loss. As one of the world's leading insurers our financial

strength and technical expertise combine to make Allianz Group the partner you can trust whenever and wherever you need us. Allianz. The Power On Your Side.

Allianz Group. Europe's leading global insurer and provider of financial services.

Allianz (III)



**EUROPE** 

### EU Leaders Will Deal With Commission Crisis at Berlin Talks, Germany Says

By Barry James
sternational Herald Tribuna

BRUSSELS - Foreign Minister Joschka Fischer of Germany assured the European Par-liament on Monday night that government leaders at a summit meeting in Berlin this week would seek to define procedures for the nomination of a new European Commission and possibly also name a candidate

He promised that governments would propose the name of a candidate for the presidency of the commission for confirmation at its next plenary session in April.

With the backing of France, Germany, Italy, Britain and Spain, former Prime Minister Romano Prodi of Italy was the clear front-runner. Mr. Fischer was responding to overwhelming pressure in the assembly for the immediate replacement of the present commission, led by

Jacques Santer. The commission resigned last week in the face of a scathing report on corruption, fraud and

an unrepentant mood.
"I regret that in the turbulence of the last few weeks, there has not been more attention paid to the reforms we have already set in motion," he said. "But perhaps it is an inevitable fact history that crises often strike not when things get worse but when they start getting

Members of Parliament demanded that the new commission president be named under the rules of the Treaty of Amster-dam, due to come into force in June, which would give the new chief executive the right to choose his own commissioners. The 20 members of the commission are currently named directly by governments, and cannot be individually removed, although Parliament can fire

the commission as a body.

nepotism. Although the report slammed the commission for mismanagement and lack of responsibility, Mr. Santer addressed the Parliament in May. But some members of the assembly said it would be necessary to hold another round of confirmation hearings after a new Parliament is elected in Europe-wide elections in June. Mr. Prodi has said he would accept the job only if it were offered to him for a full term, without conditions, and with the support of

> It may be a fact of history that 'crises often strike not when things get worse but when they start getting better.'

Wilfried Martens, the head of the Christian Democratic group, told Mr. Fischer that the European Council, the Brussels-hased body that directly represents the member governments, If Mr. Prodi or another candidate is nominated immediately and confirmed by the Parliament in it had ignored the increasing accusations of cor-

toppled the commission was a preliminary doc-ument, and the committee of experts is continuing its inquiries into practices at lower levels in the executive.

Mr. Fischer warned that the "sorry errors" brought to light in the report — mismanagement.

lack of responsibility and nepotism in the case of one commissioner, Edith Cresson of France - should not be allowed to discredit the executive, which was the key initiator and motor of European integration. He praised the commission for its work in introducing a single currency and preparing the ground for the enlargement

of the Union to 26 members from 15.

Mr. Santer said the next commission must demand the resources to carry out the tasks assigned to it, "whatever the political pressure." Commissioners argue that the constant augmentation of tasks by the government mean that they have to farm out the work to outside agencies, where much of the mismanagement occurred.

Mr. Santer also said the demand for responsibility should apply to all EU institutions, in-

cluding the Parliament.

The leader of the assembly's Liberal group. Pat Cox, warned that the Parliament itself was vulnerable to accusations about fiddling ex-penses, lack of openness and what he called "Berthelotismo." Rene Berthelot is the name of the small-town dentist to whom Mrs. Cresson gave a \$160,000 commission contract for scientific work that the investigating committee found worthless.

The Parliament was scheduled to vote Tuesday on a series of motions.

The three largest parliamentary groups, the Socialists, Christian Democrats and Liberals, all demanded that a new commission he appointed as quickly as possible to complete the ninemonth unexpired balance of the present exec-

There was little sentiment for keeping in office a body led hy Mr. Santer and including Mrs.

### Turk Deflects Censure, **But the Turmoil Persists**

By Stephen Kinzer New York Times Service

ISTANBUL — The government barely survived a censure motion Mon- ceeded with help from the Islamic-oriday, hat the vote did little to calm a political scene that remains highly turbulent less than four weeks before scheduled national elections.

the motion to censure Prime Minister Bulent Ecevit.

It was the latest twist in a series of bizarre maneuvers that have led many Turks to new levels of disillusion with electoral politics. There have been intense rounds of secret political deal-making, fisticuffs on the floor of Parliament, threats to cancel the election, several political betrayals, and finally a warning from the country's top general effectively telling the Parliament what it should and should not do.

This political turmoil has come against a backdrop of terrorist attacks following the arrest of Abdullah Ocalan. leader of the principal Kurdish guerrilla group. The attacks have killed more than

20 people.

The chain of events began when a group of about 100 members of Parment, angry that autocratic party lead-

BRIEFLY

War Crimes Court

ZAGREB, Croatia - The United

Nations war crimes tribunal said

Monday that it planned to inves-tigate the possible leak of expected

indictments of three Croatian gen-erals over a 1995 offensive against

Serbs in Croatia. The New York Times said Sun-

day tribunal documents alleged the

Croatian Army carried out summary

executions, indiscriminate shelling

of civilians and ethnic cleansing.

Indictments were expected to be is-

"The possibility and suggestion there might have been some leak of

confidential information is taken very seriously by the office of the prosecutor," said the tribunal spokesman, Jim Landale. (Reuters)

Cabinet Reshuffle

Planned in Poland

WARSAW — Prime Minister Jerzy Buzek announced Monday he

would reshuffle his cabinet to give fresh impetus to his program of so-

The center-right government lead-

er told public radio he had "made

decisions" after a first wave of

changes that will require "a different

organization within the cabinet."

His governing coalition has come

under fire recently, with allegations

of overstaffing and incompetence.

Declines in Voting

MARSHILE — A parliamentary by-election has pointed to falling forumes for France's far-right

National Front, which split in a

power struggle this year.

The National Front candidate,
Joelle Melin, polled 12.8 percent of
the vote Sunday in the first round in

the southern town of Aubagne, down from 22.3 percent a year ago.

A conscrvative candidate, Benn-

ard Defleseles, headed the field with

39.8 percent. The ontgoing Communist deputy, Alain Belviso, whose election last year was annulled for fraud, dropped from 40 percent to 32.7 percent. (Reuters)

cial and economic change.

sued in the next few weeks.

To Probe Leak'

ar Group.

Group is almost

ers had not named them as candidates for re-election, announced that they would seek to call Parliament back into session from its pre-election recess. They sucented Virtue party.

Virtue is leading in most opinion surveys and is expected to do well no matter when the election is held. It agreed to Parliament voted, 241 to 236, against support the move for a postponement on condition that the "frustrated ones," as the angry deputies are called, agree to vote for measures they favor.

Virtue members want to lift a political ban on their leader, former Prime Minister Necmettin Erbakan, and repeal the law under which other members of their

party have been indicted and convicted. The law, known as Article 312, is a loosely worded prohibition against statements "provoking the people to hatred and division on the basis of difference of religion, language, race or sect.'

Under its provisions, the former may-

or of Istanbul, Recep Tayyip Erdogan, who was convicted of reading a poem judged to be an incitement to rebellion, is to enter prison later this month. Akin Birdal, the leader of one of the country's biggest human rights groups, is also facing a prison term after being convicted of violating the law.

Powerful military officers consider Article 312 vital to their fight against

what they describe as separatism and Islamic fundamentalism. Last week the top military commander, General Huseyin Kivnikoglu, issued what amounted to a directive to Parliament not to cancel the April 18 election and not to repeal

"Modifying Article 312 could inthing. It would lead to chaos.

The general also said, "We believe it is in the interests of the country to hold the elections as scheduled."

Military commanders and their civilian allies consider the Virtue Party's attempt to amend Article 312 as a facade behind which Virtue seeks to impose fundamentalist rule. A prosecutor said Monday that he would begin proceedings to ban the party, just as its predecessor, the Welfare Party, was banned



UNMOVABLE — A policeman trying to direct traffic past lines of parked trucks in central London on Monday as drivers blocked streets to protest government increases in diesel duty and road taxes.

### BALLOON: Back Down, Circumnavigators Wash Their Hair

Continued from Page 1

said, though that was a motivation; nor was it about million-dollar prizes or the competition with other balloon teams that have been trying in recent years to circle the globe.

It was, Mr. Piccard said, about two Arabic. crease the fundamentalist threat," Gen- men in a confined space putting themeral Kivrikoglu said. "The country selves at the mercy of the breeze, just would not be able to tolerate that sort of hoping for good ride. It turned out to be a great one, in which they made history high-tech Orbiter-3 is deflated and tipped Saturday when they crossed a "finish on its side in the desert, with no hope of line" over the West African nation of

the elections as scheduled."

When Turkish generals speak so clearly, Parliament normally bows to their will. It was expected to do so in this were in another world. In a garden. It was a small piece of paradise." He adaptive discussions with Anheuserded that it was "heartbreaking that people were suffering on the Earth" while they floated above it.

The balloonists spent the night in Cairo and went early Monday to Geneva, where wellwishers gathered at the airport in pouring rain to greet them.

tured people's imagination for more and donate the earned interest each than a century and written it into the year.

history books, they have adapted easily to the spotlight. Even as a team organizer tried to shot off questioning at the news conference, the two seemed eager to keep telling their story to a crowded and raucous room of more than 100 journalists shouting in English, French and

Meanwhile, team organizers were dealing with more practical matters, such as what to do about the balloon. The getting it out unless the Egyptian military

would begin discussions with Anheuser-Busch Cos. about the \$1 million prize that the brewing company offered to the first team to circle the globe in a balloon. Half the money is supposed to go to charity, but Mr. Nohle said that the two Having achieved a feat that has cap-pilots preferred to establish a trust fund

For all the good luck they had on their trip, the ending was hardly elegant.

The landing went well, though they said they initially had trouble setting down because, as the temperature increased near the ground, high-altitude ice began falling from the craft, lightening its load and sending it bouncing back up.

There was no immediate enthusiasm for another flight.

'1'm very glad this is over,' Mr.
Jones said, adding that the trip had been 'a long time to be in the air.' But neither was there any doubt in

their minds about what they had accomplished. Mr. Jones said it was a life-altering trip, if only in the sense of self-achieve-

ment that he says it gave him. Mr. Piccard ventured that such a journey offers a complete philosophy, which, if heeded by his patients, would

do them more good than therapy. 'The definition of adventure is to accept the uncertainty, accept the anxiety, accept the donbts, prepare as well as we could, and jump," he said, "It is a metaphor for life."

### Nearly Upset, Finn Is Poised To Lead Again

HELSINKI - Prime Minister Paavo Lipponen looked set to cling to power Monday after his Social Democrats came from behind to snatch a narrow election victory.

President Martti Ahtisaari was likely to ask Mr. Lipponen, 57, to construct a fresh majority when the new Parliament meets next week, officials said.

"Normally, the person named to form the government is the head of the higgest party," said Erkki Tuomioja, the deputy leader of the Social Democratic Party.

The Social Democrats lost 12 seats in the election Sunday, one of the worst results in its history, as it felt the impact of a cronyism scandal and tough economic reforms that paved the way for Finland's membership in the single European currency.

A tense election night saw the Social Democrats take a roller-coaster ride from defeat to hittersweet victory after early returns put the opposition Center Party ahead.

The early triumphant statement hy Esko Aho, leader of the Center Party, that the winds of change were hlowing rang hollow, as final results showed it will get 48 seats in the 200-member Parliament compared with 51 for the Social Democrats.

Mr. Lipponen's main allies, the Conservatives of Finance Minister Sauli Niinisto, came in third with 46 seats and three smaller groups in the current 'rainbow coalition' obtained 42 seats.

Analysts expect the Social Democrats and the Conservatives to remain at the core of the next government, which will preside over Finland's first stint as presdent of the European Union in the second half of the year. Both Mr. Lipponen and Mr. Niinisto are EU enthusiasts.

There may be some slight changes. hut the strongest bet is that the present government will continue," said Risto Uimonen, a columnist at Helsingin Sanomat newspaper.

Analysts said the Social Democrats' pledges to raise capital gains tax from the current 28 percent level and to start taxing dividends were unlikely to go far because the Conservatives opposed the plans.

Politicians said negotiations between Mr. Lipponen and Mr. Niinisto could be tough because the Conservatives, who scored their best ever result by gaining seven seats, are likely to demand more cabinet posts.

#### INTERNATIONAL

### Vatican to 'Modify' Relations With Taiwan

By Alessandra Stanley

New York Times Service ROME — A top Vatican official said Monday that the Holy See would reconsider its ties with Taiwan to secure better contacts with

Beijing. The comment, made by the Vat-Austerity measures he has introduced have led to of anti-governican foreign minister, Jean-Louis ment demonstrations by, among Tauran, was timed to coincide with others, health workers and truckers. the visit of the Chinese president, Jiang Zemin, to Italy. Mr. Jiang has no plans to visit the Vatican, and On Sunday, 20,000 agricultural workers carried ont a protest march through Warsaw. relations between the Roman Catholic Church and the Chinese gov-French Far-Right ernment are strained.

But the Pope, who plans to visit Asia this year to conclude the synod of Asian bishops, is eager to normalize relations with China and improve the rights of Catholics

China has long insisted that the Vatican must cut ties to Taiwan as a

Vatican's desire to appoint its own the Vatican's intent to date. bishops as interference in China's internal affairs.

"We are aware that in order to normalize our relations with Beijing, we will have to modify" relations with Taipei, Archbishop Tauran, told the Italian daily Cor-riere della Sera. "We are willing to

negotiate."
It is not the first time that the Vatican has expressed its eagerness to open diplomatic relations with China - Pope John Paul II

ported that a soon-to-be published biography of the Pope hy George Catholic clergy in China by the Wiegel reproduces the Pope's letter, which Mr. Deng never manded that China free two

condition for talks. China does not answered. Archhishop Tauran's Chinese Catholic hishops, who disallow its Catholics to recognize the Pope's authority, and views the Catholic hishops, who disappeared three years ago. The Vatican on Monday disas-

But even Monday, Beijing did not appear ready to bend. Asked Chinese government spokesman, Zhu Bangzao, replied, "Words are not enough; you have to follow through with deeds."

And there are signs of disagree-ment over the Vatican's China policy even within the church. Fides, the news agency of the missionary arm of the Vatican, pnblished an editorial by the Reverend wrote a personal letter to Deng Bernardo Cervellera, director of Xiaoping in 1983 asking for direct Fides, in which he strongly crit-contacts.

The Reuters news agency re-Vatican break off ties with Taiwan.

Bernardo Cervellera, director of the Chinese insisting Monday that human rights were now 'the best in our history,' The Associated Press reported from Rome. and highlighted persecution of

sociated itself from the priest's editorial. The Vatican spokesman, Joaquin Navarro-Vals, said the edabout the archbishop's comment, a itorial was "a personal opinion" and added that "only the Vatican secretary of state is authorized to say what pleases or displeases the Holy See.

#### ■ Chinese Defend Record

Challenges on human rights kept Mr. Jiang's state visit on the de-fensive in what was supposed to be a charm offensive in Europe, with

Mr. Jiang talked with President Oscar Luigi Scalfaro and other Italian leaders in the shadow of a protest led by China's leading dissident-in-exile and a standoff with the Vatican over religious freedom

Looming over all: a United Nations Human Rights Commission session this week expected to bring new, international criticism of

China's human rights record.

The European Union said Monday that it would use the commission's meeting in Geneva to voice "growing concerns on the human rights situation in China." The EU cited a crackdown on

political activists and restrictions on religious freedoms. It stopped short of pushing for a formal con-demnation of China, however.

Switzerland and Austria was meant in part to counter any criticism out of the UN rights commission session.

### Argentine Vote Shakes Menem

BUENOS AIRES — Voters casting ballots on Sunday for a governor in a poor province of northwestern Ar-gentina apparently shook President Carlos Menem's hopes of winning a third term this year, according to political analysts. Oscar Castillo of the Radical Party claimed victory in

the Catamarca Province governor's race over Ramon Saadi, a member of Mr. Menem's ruling Peronist Party. President Menern campaigned hard on behalf of Mr. Saadi. Top national newspapers said a loss for the Peronists in Catamarca Province could seriously hurt any bid for a third consecutive term for Mr. Menem in the presidential election scheduled for October. (Reuters)

#### Netanyahu and Primakov Talk

MOSCOW -- Prime Minister Benjamin Netanyahn of Israel raised on Monday in talks bere with the Russian prime minister, Yevgeni Primakov, reports of transfers of Russian missile technology to Iran. Mr. Netanyahu said he and Mr. Primakov had ''dis-

cussed measures that would increase our confidence" in Moscow's efforts to stem a clandestine flow of missile

knowhow to Iran, which Israel regards as threat.
"Mr. Primakov assured as that this is an interest Russia shares with us," Mr. Netanyahu said referring to nonproliferation of missile technology.

"According to our knowledge, Iran doesn't have the missiles to hit the territory of Israel," he said. (AFP)

#### Uganda Accuses Its Pygmies

KAMPALA, Uganda - The Ugandan Army is investigating reports that pygmies are assisting rebels working to destabilize the government, a newspaper said Monday. Villagers in western Uganda also complain that pygmies have been terrorizing them, the independent Monitor newspaper reported, quoting David Katesigwa,

An estimated 300 pygmies, a group of hunters and

### For the Record

The police stepped up security Monday after two bombs were found and defined in the southern Russian city of Vladikavkaz, where a bombing killed 62 people Friday. (AP)

### Israel to Try U.S. Jew Accused in Murder

TEL AVIV — The Israeli government charged Samuel Sheinbein on Monday with murder, 18 bein on Monday with murder, 18 Mr. Sheinbein's detention was Mr. Sheinbein fled to Israel in months after the teenager fled from continued until April 19, when the September 1997, three days after murder charge stemming from a

brutal 1997 slaying. The indictment came a day after the failure of the Israeli govern-ment's final attempt to extradite Mr. Sheinbein to the United States. In the Tel Aviv District Court,

the state prosecutor, Hadassah Na-

or, accused Mr. Sheinbein, 18, of

in the United States. If convicted in shelter and that he will escape," imum sentence of life in prison.

the United States to escape a court is expected to order him kept murder charge stemming from a in jail during the trial. In the indictment the prosecutor stressed that the brutality of the murder demonstrated that Mr. Sheinbein posed a threat to the public and

should not be released. David Libai, Mr. Sheinbein's attorney and a former Israeli justice minister, said he did not plan to murder with intent to kill - the oppose detention. "I don't want Israeli citizen, and Israel does not equivalent of first-degree homicide anyone in Israel to feel like this is a extradite its citizens.

Israel, Mr. Sheinbein faces a max- Mr. Libai said. "We want him to

the charred and mutilated remains of 19-year-old Alfredo Enrique Tello Jr. were found in a garage in Aspen Hill, Maryland.

land because he has become an

The defendant sat stony-faced.
A five-judge panel of the Israeli
Snpreme Court ruled last month
that Mr. Sheinbein could not be extradited to stand trial in Mary-

### Mr. Jiang's 11-day trip to Italy,

district commissioner of the Bundibugyo region.

gatherers, live in the Rwenzori Mountains straddling the border between Uganda and Congo.

### Herald Tribune

### **Anti-Missile Consensus**

The Senate (97-3) and the House (317-105) have commanded President Bill Clinton to deploy a national missile defense system soon. Most Republicans needed little prompting; they have put missile defense at the center of their political as well as military calculations. Missile progress by assorted possible challengers of American interests - North Korea, Iraq. China — already was moving most congressional Democrats and Mr. Clinton toward deployment. Certainly: the United States must not lag in doing what it must to protect its cities, soldiers and ailies from the threat of weapons of mass destruction.

But if there is now a bipartisan con-sensus emerging behind the idea of national missile defense, the form it should take is yet to be resolved. The House declared that an "effective" system should be constructed as soon as it is "technologically possible." These rubbery words are not so much a dictate of policy as an invitation to start getting serious. The services will want to know how the expense is to be borne. All Americans will want to ask bow nuclear, biological and chemical menaces cooveyed by means other than missiles are meant to be repelled.

The knotty strategic problem re-

mains: What effect will missile defense have on strategic ties with other ouclear powers, especially Rússia and China? A generation of relative strategic stability was instituted by the Soviet and American agreement of 1972 to forgo what the other might take not simply as a prudent defense but as a shield behind which to wield an offensive threat. Already the Russians and Chinese are asking whether a program advertised as a limited shield to catch rogue states or terrorists or accidental missiles may creep into a larger program that will be able to catch and neutralize their own.

The missile defense legislation bears an amendment, adopted unanimously in the Senate, reaffirming the U.S. commitment to arms control with Moscow. The requirement now is to turn this general expression into a concrete negotiating plan; there must be one for China, too. America must defend itself as well as possible against rogue and terrorist weapons and avoid giving gra-tuitous strategic and political offense to Russia and China. The essence of it is that Americans cannot expect others to live with a condition of perceived strategic vulnerability that they would never accept for themselves.

the hands of Yuri Maslyukov, a Com-

collect taxes and operating with a budget plan that bears little relation to

economic realities. Over time, these

policies will further stunt development,

and they have done nothing to reverse

the ecocomic decline that accelerated

last fall. But they have eased the fi-

nancial panic that threatened to engulf

the country. Because Russia has not

printed enough rubles to pay all its bills,

inflation has not risen out of control. Many Russians are thankful for the

relative calm, and relieved that Mr. Pri-

makov is concerned about the inequities

In negotiations with the Internation-

al Monetary Fund, and in discussions

about how Russia will treat the cred-

itors who made the mistake of lending

to it last year, Mr. Primakov's gov-

ernment has taken a surprisingly

baughty artitude. It has delayed telling

the creditors how they will be able to

invest the small amount of money they

are being allowed to recover, and has

demanded that the IMP provide new

loans without asking too many ques-tions. Mr. Clinton and the IMF should

resist this pressure until Mr. Primakov

puts the economy back on a reform

path and the IMF is satisfied that its

loans will not be diverted to private.

Mr. Primakov, like his predecessors,

can never be sure whether Mr. Yelisin

suddenly will fire him. The political

turmoil over Mr. Yeltsin's effort to dis-

miss the country's top prosecutor, Yuri

Skuratov, has added to the uncertainty.

and his countrymen will be fortunate to

get to the next presidential election

without another change of cast in the

Kremlin. Given the dangers of political

instability in a nation with thousands of

ouclear weapons, that may be the most

that Washington can hope for as well.

-THE NEW YORK TIMES.

In such conditions, Mr. Primakov

offshore bank accounts.

produced by Russia's unbridled, crim-

inal-infested brand of capitalism.

The government is still failing to

-THE WASHINGTON POST.

### Caretaker Primakov

In the seven months that be has been prime minister, Yevgeni Primakov has restored a measure of stability to his shaken nation. Under his cautious leadership, Russia has avoided the civil unrest and collapse of central authority that seemed possible in the chaotic days after the ruble was devalued last summer. But as he heads to Washington this week, he remains a caretaker figure with a socialist tint who is mostly marking time until a new president, possibly he himself, is elected next year.

Mr. Primakov, a wily but amiablo veteran of the Soviet bureaucracy, has little governing latitude. He is caught between an ailing and erratic president, Boris Yeltsin, and a benighted and cranky Parliament dominated by Communists. He has navigated these rapids hy pursuing a foreign and domestic agenda that recalls Mikhail Gorbachev's early years in power, when he was still confident that he could make socialism work and assert Soviet power abroad while diminishing tensions with the West.

In foreign affairs, his area of expertise, Mr. Primakov has pressed traditional Russian security interests in Europe, Asia and the Middle East more vigorously than Mr. Yeltsin's previous prime ministers, but has not so far fulfilled fears in Washington that be would oppose America at every turn.

For the moment, at least, he is working with the Clinton administration on several fronts to limit the spread of nuclear weapons and technology. The escalating crisis in Kosovo promises to ance for cooperation with the United States, especially if NATO takes military action against Serbia, a longtime Russian ally.

Mr. Primakov's economic program borrows heavily from failed Soviet formalas without entirely giving up on the market forces that bave developed in Russia in recent years. This is bardly surprising, since the price for his confirmation by Parliament was that he place economic policy primarily in

### Hail to the Secretaree

Have you ever wondered who serves under an undersecretary in the U.S. hureaucracy? Here is a current list: chief of staff to the undersecretary, principal deputy undersecretary, deputy undersecretary, principal associate deputy undersecretary, associate deputy undersecretary, principal assistant deputy undersecretary, assistant deputy undersecretary, associate undersecretary and assistant undersecretary.

Call it ritle creep - the tendency to create oew positions at the top of a hierarchy even as the lower ranks are being thinned. Paul C. Light of the Brookings Institution notes that the Clinton administration has been especially imaginative in this area. creating 16 new high otles, many for political appointees, while some 350,000 jobs were cut in the lower levels.

The list of ritles, read aloud and with spirit is the kind of thing that might start an old tune from Gilbert and Sullivan running through one's head -

most likely the one from "HMS Pinafore" in which a character describes how he rose through the ranks of the British admiralty without ever having been oo a ship:

"As office boy I made such a mark/That they gave me the post of a junior clerk./I served the writs with a smile so bland,/And I copied all the letters in a hig round hand./I copied all the letters in a hand so free,/That now I am the Ruler of the Queen's Navee!" Chorus: "He copied all the letters in

a hand so free,/That oow he is the Ruler of the Queen's Navee." Here are our suggestions for dealing with ritle creep: (1) a requirement that each such official be announced by full title upoo entering or departing any work area, and (2) choral training in the Gilbert and Sullivan style for all the job-threatened, cubicle-rank employees, with special emphasis on roymes ending in "secretaree."

-THE WASHINGTON POST.

### Herald Eribune

KATHARINE GRAHAM, ARTHUR OCHS SULZBERGER

PETER C. GOLDMARK Jr., Chairman and Chief Executive Officer RICHARD WOOLDRIDGE, President and Chief Deerating Officer MICHAEL GETLER, Executive Editor

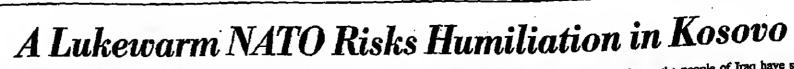
WALTER WELLS, Managing Editor PAUL HORVITZ, Deputy Managing Editor
 KATHERINE KNORR and CHARLES MITCHELMORE, Deputy Editors

• ROBERT J. DONAHUE, Editor of the Editorial Pages JONATHAN GAGE, Business and Finance Editor SAMUEL ABT and NICK STOUT, Associate Editors

RENÉ BONDY, Senior Vice President and Chief Financial Officer DIDIER BRUN, Circulation and Development Director . STEPHEN DUNBAR-JOHNSON, Advertising Director . IAN WALTHEW, Marketing Director Directeur de la Publication: Peter C. Goldmark Jr.

International Herald Tribune, 181 Avenue Charles-de-Gaulle, 92521 Neuilly-sur-Seine, France.
Tel. (1) 41.43.93.00. Pax: Substriptions, (1) 41.43.92.10; Adventsing, (1) 41.43.92.12; News, (1) 41.43.93.38.
Internet address: http://www.ibi.com/ E-Mail: ibi@ibi.com/

Editor for Asio: Michael Richardson, 5 Camerbury Rd., Singapore 119800, Tel. (65) 472-7708, Pax: 165) 274-2344
Mng. Dir., Asia, Nigel 1 Oubus, 81201, 191 Iana Road, Hong Kong, Tel. 852-292-1188, Fax: 852-292-1190
Gen. Mgr. Germany: T., Schitter, Friedrichar 15, 60323 Frankfurth! Tel. +49 6997(250-0, Fax: +49 6997(250-20)
U.S. Office: 850 Third Ave., New York, N.Y. 10022, Tel. (212) 752-3890. Fax: (212) 753-8785
U.K. Advertising Office: 40 Marsh Wall, London E14 9TP. Tel. (171) 519-5700. Fax: (171) 887-3451
S.A.S. au capital de 1,200,000 F. RCS Nanterre B 732021126. Commission Partiaire No. 61337
Q 1999, International Herald Tribune, All rights reserved. ISSN: 0294-8052.



ONDON - Air strikes can buttress diplomacy, but on their own they

can rarely stop fighting on the ground. In Bosnia, I called for NATO air strikes against the Serbs in 1993 to pressure them to accept the Vance-Owen peace plan, and later to enforce the European Union action plan and the NATO using Italian air bases. Contact Group plan. Today, however, I am very concerned that, after 50 years of NATO keeping the peace in Europe, its all-important credibility is being put at risk over Kosovo.

Already there have been too many NATO threats against the Serbs that have not carried out. Now President Slobodan Milosevic is being told that NATO air strikes will be unleashed to force his country to accept the Rambonillet autonomy plan.

Assuming that he does not back down and air strikes do take place on Serbian air defenses and airfields, and on Serbian tanks in Kosovo, what is likely to happen? I fear that an immediate and massive fight between Serbian troops and the Kosovo Liberation Army will follow, with hand-

to-hand fighting in populated areas.

At present, NATO forces in Macedonia are insufficient to push the Serbs out of Kosovo. Public support in NATO By David Owen

countries for escalating the air strikes to hit targets in Belgrade and other cines in Serbia may fade after a week or so. There is already concern in Italy about

The experience of air strikes on Iraq, which I have always supported, demonstrates that, to stop fighting, military action on the ground is also necessary. To have NATO forces standing by in Macedonia, waiting as the Serbs crush the KLA despite the bombing, is a recipe for NATO's humiliation.
Surely it is wiser to first build up
NATO's land capability to the point at
which Mr. Milosevic knows he facing

Western political leaders seem to think that the situation in Kosovo is like that in Bosnia in August and September 1995. If NATO air strikes worked then, it is assumed that they will work lo 1999 in Kosovo. In fact, the two situations are very different.

overwhelming force

In 1995 the Croatian army had defeated the Croatian Serbs and was poised to move into Bosnia. The Bosnian government forces were stronger than they had ever been and were gain-

ing territory. The government of Bosnia had asked NATO to use airpower. The United Nations supported NATO action. And Russia was realistic.

UN forces in Bosnia had been preparing for NATO air strikes for two months. The French and British had brought artillery into Bosnia that was capable of hitting Serbian gun positions and tanks with pinpoint accuracy.

The Serbs were deeply divided. President Milosevic was exasperated, having pushed the Pale Serbs to accept 49 percent of the territory of Bosnia and Herzegovina since November 1993 the formula which ultimately became the basis of the Dayton accord.

In Kosovo today, the Serbs are building up a dominating position on the ground capable of inflicting great damage on the KLA and further driving ont the civilian Albanian population. NA-TO would be opposed in the United Nations by Russia and China. The Serbs in Yugoslavia are united over Kosovo in a way they were not over Bosnia.

In choosing to bomb, NATO must not assume that the Serbs will turn on Mr. Milosevic or demand that he sue for peace. Belgrade was bombed fol-lowing an ultimatum in 1941, and today's Serbs have watched with sym-

pathy as the people of Iraq have survived repeated air strikes.

Frite Phird Was

In short, there are sound reasons for believing that only the realistic threat of NATO troops moving into Kosovo, under the cover of air attacks, will force Mr. Milosevic to accept Rambonillet

If Western governments have neither the political nor the military will to commit to a credible strategy for imposing autonomy in Kosovo, they would be better advised to negotiate independence for Kosovo now.

A deal would see the whole of Kosovo leaving Serbia. In exchange, the Bosnian Serbs in the eastern part of Republika Srpska in Bosnia would become part of Serbia. On a hectare-forhectare exchange, that would allow some widening of the confider from Sarajevo to the Mulsims in Gorazde. With the territorial exchange I am proposing, Bosnia could, in months, become a truly integrated country.

The writer, a former British foreign secretary, was the European Union's negotiator on Bosnia from 1992 to 1995; his 1995 book detailing those years is entitled "Balkan Odyssey." This comment is distributed by the Los Angeles Times Syndicate.

### Look Again: Samaranch Has Been Good for the Games?

A TLANTA — It should be no mystery that the International Olympic Committee is maintaining its support for Juan Antonio Samaranch as its president. Just as U.S. presidents from the old South became strong advocates of integration and racial equality, so this one-time fascist has been responsible for the democratization

the Olympic movement. When Mr. Samaranch assumed the IOC leadership in 1980, the Olympics were reeling from the economic disaster of the 1976 Montreal Games. The world saw Montreal's public debt of some \$700 million and perceived the Games to be a boondoggle.

and successful globalization of

That was the prevailing view when Billy Payne, champion of Atlanta's Olympic bid committee, tried to get an appointment with me in 1987 when I was

TOKYO - Now that three former

Czech Republic, Hungary and Poland — have joined the North Atlantic Treaty

Organization, despite opposition from Russia and China, what are the impli-

paid for anchoring the American security

commitment to Europe, what might this

imply for allies and adversaries of the

NATO is underpinned by common

civilizational roots and shared political

values. Asia lacks similarly strong mul-

tilateral institutions, and old enmines per-

sist. With the demise of the Soviet Union.

and with the Russian threat dormant, the

only common thread tying together America's alliances with Japan and South

Korea, and its close security relationship

with Taiwan, seems to be the fear of a

resurgent and assertive China.

United States in the Pacific?

A members of the Soviet bloc - the

By Andrew Young

anybody, so it was quite surprising for me to learn later that Mr. Payne bad been refused a meeting by my staff.

So strong was the image of deht associated with the Olympics that my staff felt obliged to protect me and the city from an almost certain fiasco. But Mr. Payne was persistent, and determined to get. my support. Thank goodness be made a believer out of me.

Mr. Samaranch, meantime, with a huge assist from the 1984 Games in Los Angeles, had broadened both the political and the economic base of the Olympic movement

Slowly but surely, he added representatives of developing nations, women and athletes to what had been a European royalist old boys' club. He became Atlanta's mayor, I had a repu- the strongest advocate for an

If NATO is an old alliance looking for has weakened the foundations of U.S.

new role, and if its expansion is the price alliances in the Pacific.

tation for meeting with almost inclusive democratic sports movement Once the private sector began to appreciate the commercial value of the Olympic rings, through sponsorships, the

Olympic movement was freed of the burden of government control. Like most privatizaaccess and service because the profit motive demanded new efficiency and cootinually

growing markets.

A skilled athlete from a wartorn or poverty-stricken country could now obtain a shoe contract or other commercial endorsements, train and compete favorably against state-sponsored athletes of Socialist countries and university-supported athletes from richer countries. "Commercialization" of the Olympics, in fact, became a vehicle for the democratization of sport. Mr. Samaranch deserves much of the credit for this success.

It was, in fact, revolutionary. The old boys' club lost control.
The 1988 Summer Games were held in Seoul, which beat out the favorite, Nagoya, Japan. Bar-celona was selected over Paris for the 1992 Summer Games, and Lillehammer over Ostersund, Sweden, and Anchorage for the 1994 Winter Games. Atlanta beat out Athens for the Centennial Olympic Games of 1996. Each of these cities was an underdog victorious against the conventional wisdom and the old guard of the IOC.

Now the counter-revolution begins; the old guard fights back. But the issue is control, not corruption. Anyone can see that excesses by delegates from Finland, Kenya, Sudan, Libya, Congo and Mongolia are not capable of corrupting the Olympic movement.

partners in Asia. A sullen Russia and a

dissatisfied China could join forces to

thwart American ascendancy in the Asia-

The humiliation inflicted on Russia by

NATO enlargement reduces not just Rus-

sia's but also the West's bargaining lever-

age with China. It dilutes Chinese fears of

Russia and strengthens China's determi-

nation to avoid having to negotiate with

It also removes a possible Russia card

for the West in the strategic game with

China, and increases pressure on Asian

countries to come to terms with China's

Europe, NATO enlargement may merely

Instead of crasing the dividing lines of

The writer is vice rector of the United

Nations University. He contributed this

personal comment to the International

rising status and power.

shift them eastward.

Herald Tribune.

the West from a position of weakness.

Pacific region.

How moch influence can these countries' delegates' have? In determining a city to host the Olympic Games, the' IOC selection process is a series, of votes by secret ballot, in silence, one at a time. The low vote-getter is dropped, and new ballots are marked intil one city gets a majority.

With Atlanta, it took five secret ballots. We had determined from the beginning that the only way to win was to become the "emotional" fa-II vorite. With five secret ballots, people voted their hearts as well. as their heads.

The lesson is that the Olympics cannot be bought. At-lanta spent less than one-third as much as our competitors in our bid process. Since few people, even in Atlanta, thought we could win, there was no incentive to spend more.

It would be a shame if the

CET.

ጥፎቱ

 $I_{xx} =$ 

123. .....

VACUE:

Alexan

mc22.

pm = -

E INT

RUIEC

14 V.

11.3

Mar Eng San Age

1. 17.5

public and sponsors did not see the power struggle and began to. tamper with a process that has demonstrated its ability to produce constant surprise winners. and, in fact, a series of very successful Games.

Why not pay all IOC mem-"bers as amletic federations pay." their administrators? And why not have a more transparent pro-cess in negotiating contracts? The \$6 billion NBC-TV con-

tract with the IOC is far more likely to distort and corrupt the Olympic image with its U.S. red reporting of what is a " global event. NBC misses the point of the Olympics completely when it assumes that the U.S. audience wants to see only 4 what are traditionally Amer-1 ica's favorite events. The Olympic Games are one of the few opportunities we have to understand the complex world a in which we live.

Unlike the stories of war and tragedy that we most often see on television and in the print media, the Olympic Games show the world at its best. This is notwithstanding the bad judges in boxing, drug vio-lations and greedy and/or needy

IOC members. The revolution is succeeding without violence and bloodshed. It is being televised i around the planet. It is a powerful testimony to the possibilities \_ of peace on earth, goodwill to all men - and women and children, too. Certainly the current Olympic Games situation can be improved, but not by dumping Mr. Samaranch and a group

The writer, a former U.S. ambassador to the United Nations, was mayor of Atlanta from 1982 to 1990. He contributed this comment to the International Herald Tribune.

of impoverished delegates.

### **Noisy Growing Pains for an Expanding Europe**

How a NATO Ripple Effect Could Reach the Pacific

By Ramesh Thakur

The collapse of the Soviet Union, com-

bined with the moderation of Communist

ideology in China and Beijing's com-

mitment to economic and market reforms,

If the enthusiasts for NATO enlarge-

ment are right, the stabilization of Europe

will prevent the dissipation of American

security emergies there, belp to maintain

an active U.S. security commitment in the

Asia-Pacific region, and keep Russian

power firmly contained.
Yet this last factor diminishes the im-

portance of alliances with the United

States for some Asian partners, to the

extent that such alliances are based on the

alienate Russia from the European order,

prompting it to search for new strategic

But NATO enlargement could also

shared fear of a revived Russian threat.

PARIS — The collision between the European Commission and the European Parliament came as a shock because it was the first time the question of respective power had been put directly. And yet grumbles about the commission and its lack of accountability, and about the Parliament and its failure to have any impact, have

been accumulating for years. But the fracas is not as dire as the novelry has made it sound. It reflects growing pains that are inevitable as the European Unioo keeps expanding and adding

What details have been published of the charges of mis-management, fraud and nepotism add up to scarcely more than would hrew a teapot-size scandal in most of the national governments. Much more serious than any particular faults of this commission is the evidence that attitude and style of management have to change.

The commission resigned en bloc when it was denounced in a special report to the Parliament, apparently with the illusion that it would be begged to finish its term. That just shows how hig was the gap in perception.
Underlying all the issues of

personalities and politics is the clash between the original concept of the commission as an independent body and the demand for some kind of democratic control. The commission was delib-

erately set up as a European

secretariat so as to prevent

member states from intervening

behind the scenes by influen-

cing their nationals as they

would their own civil servants.

emments and parliameous hold democratic legitimacy now, but they do not represent Europe. The European Parliament, at first chosen by national legislatures but now directly elected in hopes that it could acquire the surely lead to a stronger perneeded aura, is trying to assert

Amsterdam takes effect after June's European elections. Union remains the council, on, a Belgian EU veteran with a

By Flora Lewis

The Eurocrats have been called where each member govern-'faceless'' because they are precisely not meant to represent one group or country against another. The problem is that they have oot become primarily European rather than Greek or Danish, and this seems to get harder rather than easier as more states are involved.

Furthermore, each enlargement of membership brings more functionaries and more tasks, hot there has been no parallel expansion of oversight and management personnel. There are now 15 member

states, up from the original six, and more have started negotiating for future admission. The applicants are getting impatient as their target date slips well into the next decade. But big structural reforms, including commission assignments, have to be agreed upon before the Union could conceivably operate with so many members. And that need, while acknowledged, is not being faced.

The other side of what has long been called the "democrat-ic deficit" is the lack of parliamentary power. National govitself. But its powers will be lim-

diplomatic hand. And it must be assumed that ment has a seat and there is no

permanent bead. The presidency rotates every six months, and most of the staff with it. It is the commission which provides real integration. So the weaker it is, the less truly "European" is the Union, as opposed to an association of states. Jacques Santer, the Luxembourger who is the latest head of

the commission, was chosen as a bland compromise after Britain objected to the Belgian can-didate of France and Germany as being too federalist. Mr. Santer is seen as an honorable but indecisive man with too much concern for protocol and too little for administration.

The target for most of the attacks has been Edith Cresson. a French former prime minister and protégée of the late President François Mitterrand, who, as one colleague said, "has a mad talent for offending everybody." Most of the other commissioners are considered acceptable or even well-liked. But now a clean sweep has become a matter of principle for many parliamentarians.

The fact that the Parliament can only challenge the commission as a whole or keep its peace has had the inevitable result of an eruption of frustration.

The upheaval will almost sonality as commission president. Gaston Thorn, himself a ited even when the new Treaty of former commission president after being prime minister of me's European elections.

Luxembourg, urges immediate appointment of Etienne Davign-

reputation for a firm but agile

the Parliament will seek to consolidate a larger share of power. But there is no reason why the blowup should undermine EU advance or the euro. If the commissioners become more responsive to complaints from the Parliament, so much the better. And they might come to notice that even with no national political base, they still have a lot of constituents out there.

Flora Lewis.

IN OUR PAGES: 100, 75 AND 50 YEARS AGO

1899: African Accord

PARIS - Baginni, Wadai and Kanem are recognised by the Anglo-French convention as belonging to France. M. Landry points out, in the "Figaro," that sovereignty over these provinces ensures France an empire 800 kilomètres in width in the heart of the Dark Continent, Mr. Landry also attaches importance to the clause guaranteeing equal commercial rights to the two countries, which gives France access to the Nile. Finally, the two Powers mutually undertake to refrain from exercising political or territorial rights outside of the frontiers fixed by the ar-

1924: Shah Dejected

rangement

PARIS - While Persia is in the throes of a revolutionary movement which aims at setting up a Republic, the Shah of Persia is living in modest retirement in

Paris. The news concerning the effort to establish a Republic came as a great blow. He lost his former smiling good humor. The outcome of the troubles at Teheran is uncertain. The Mejliss met when the Republican leaders tried to rush the question of the new régime, but failed to overcome the opposition of the Moderates.

#### 1949: Flight Record WASHINGTON - Round-

the world flyer William P. Odom's recent Honolulu-Teterboro, N.J., flight was not only a distance record for a light airplane, but the longest nonstop solo flight ever made in any type of plane, the National Aeronautic Association said. The 4,957.24-mile flight will be chalked up as an official record. Among previous solo distance flights were Charles Lindbergh's 3,609,538-mile New York-Paris crossing in 1927.

### **Europe Still Searches** For the 'Third Way'

By E. J. Dionne Jr.

DARIS — A characteristic any alternatives to capitalism of politics in most welloff democracies is that we know far better what we do ot want than what we do. The trend in most demofrom pure free market parties. Voters do not fully trust the global economy and want proction from its fluctuations. But to win elections, parties of the left promising those protections have to prove they are comfortable with the market

and accept its discipline.
Lionel Jospin, France's Socialist prime minister, caoght the mood when he said he favored a "market ecocomy" but opposed a "market society." We want capitalism, but want it tempered by other values -- equity, community and compassion.

If yoo want to know how I mund for the Gan much has changed, consider these comments from Robert Hue, the national secretary of the once hard-line French Communist Party. "The Communists are not adversaries of the market, "he said last week. "The Communists have broken with the statist vision of things. Imagine: Karl Marx dining

with Milton Friedman. The social philosopher Anthony Giddens explains this transformation in The Third

- the arguments that remain concern how far, and in what ways, capitalism should be governed and regulated."

This may explain some of cratic committees is toward mod-etate government and away ary politics. Utopias and searing critiques of the status quo are exciting. But why should progressive parties pretend to have, or attempt to build systems that cannot work?
The Third Way idea is se-

doctive because it seems to represent realism with a heart. But Mr. Giddens - the director of the London School of Economics who is thought of as Prime Minister Tony Blair's favorite social philosopher — tries to show that the Third Way is more than a

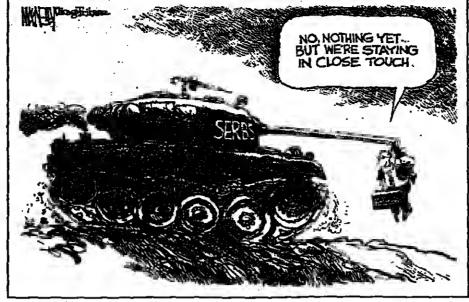
marketing slogan.
The core problem with contemporary conservatism, he says, is an inconsistency at the heart of its creed. Its "devotion to the free market on the one hand, and to the traditional family and nation on the other, is self-contradictory."

Why? "Individualism and choice are supposed to stop abruptly at the boundaries of the family and national identity, where tradition must stand intact. But nothing is more dissolving of tradition than the 'permanent revolu-

tion' of market forces." Way," his recent book.

Mr. Giddens is perceptive taking." Mr. Giddens's wel"No one any longer has on the thorny question of risk fare state would also cooperate not working in some sanitized

real force.



versus security. The standard account is that if government provides too much security, no one will want to take risks. But Mr. Giddens is aware of the need for certain social protections if what you desire

is a risk-taking society. To encourage citizens to be 'responsible risk-takers," he writes, "people need protections when things go wrong' "also the material and and moral capabilities to move through major periods of tran-sition in their lives." That is

try is talking about education. The upshot is that we should not dismantle the welfare state. but rather reconstruct it into a "social investment state" to provide 'resources for risk-

why every party in every coun-

extensively with community institutions that are independent of government.

As for the global economy, Mr. Giddens sees its expansion as removing more and more activity from the regulatory reach of individual nations. In what he calls "depoliticized global space," there are on rules establishing 'rights and ohligations." Figuring out what those are and whether they can be enforced across national boundaries is

problems of our time. The strongest critique of the Third Way is that its careful balancing act sounds too good to be true. Center-left parties trying to calibrate market efficiencies against taking." Mr. Giddens's wel- concerns for social justice are

one of the central political

laboratory. In the polices of democracies, interests and passions intervene

That was brought home in the recent battle between Germany's Social Democratic chancellor, the centrist Gerhard Schroeder, and his leftwing finance minister, Oskar Lafontaine. Mr. Lafontaine resigned, protesting that "the heart isn't traded on the stock market yet." But where Mr. Lafontaine saw a socially minded heart beating, German husiness saw a statist

cancer growing.
"The Third Way" is worth finding, and Mr. Giddens makes an effort to draw us a map. But as the struggles of the new German government show, the road there is still under-construction.

The Washington Post.

### Excavating a Tulsa Race Riot

By Brent Staples

commissioo in Oklahoma discussed its search for mass burials along the Arkansas River in central Tulsa and elsewhere in the city.

The panel, the Tulsa Race Riot Commis-

sion, was created by the state legislature in 1997 to invesogate violence that swept the

#### MEANWHILE

city in 1921. In less than one day, rioting whites killed perhaps as many as 200 to 300 black citizens, burned more than 1,000 residences and razed one of the most prosperous business districts in the Southwest

The exact casualty figures and property losses were obscured in a cover-up that kept the riot out of polite conversation and school istory textbooks for nearly half a century. But with its report due out in the autumn, the commission will substantially expand what Tulsans know about a bloody eight almost 78 vears ago.

Many Americans associate racial disturbances with the 1960s. But the period from 1919 to 1921 was more viciously violent by far, due partly to dramatic shifts in the demography of race.

Black workers who had been historically confined to cotton fields in the South had begun to move north and compete with whites for factory jobs — often as strike-breakers, which was the only way many could get hired. In addition, black veterans returned from World War I insisting on the civil rights that Americans had fought and died for in Europe.

In Chicago, Omaha, Washington and Long View, Texas, white mohs hurned and killed in black neighborhoods. But the worst violence occurred in the Greenwood section of Tulsa on June 1, 1921, when black families were burned alive in their homes or shot running away. The blacks shot back. But in the end, a thriving neighborhood of shops, hotels and gaming halls — which Booker T. Washington had dnhbed "the black Wall Street" -- was left bombed out and deserted.

The rioters targeted affloent blacks, whom they regarded as "uppity Negroes." A oationally known surgeon, A.C. Jackson, was shot by a white teenager while running out of his flaming home. Jackson bled to death on the march to a makeshift internment camp.

Thousands of black Tulsans left with what they could carry. Those who stayed regretted it when grand juries dominated by the Ku Klnx Klan indicted "armed colored men" who had done little more than defend their to stop. lives and homes.

NEW YORK — The mention of mass graves brings to mind the genocidal wars that have bloodied Bosnia, Rwanda and Ceotral America. But at its meeting Friday, a state that the state of the riot now say that the riot now say the riot now say that the riot now say the riot now say that the riot now say the riot now say that the riot now say the riot now say that the riot now say the riot n

elevator. Hisinrians of the riot now say that
The Tulsa Tribune's managing editor admitted to investigators just days later that an
overzealous writer had made up the story.
But the most damaging thing was an inflammatory newspaper piece whose headline
survivors recall as "To Lynch Negro Tonight." The article seems to have been deliberately expunged from remaining copies of the paper. Even so, survivors recall reading it at the time. The National Guard officer in charge at the scene placed part of the blame for the conflagration on "yellow journalism."

Don Ross, a state representative, grew up hearing black Tulsans smolder about the riot and the cover-up. Two years ago Mr. Ross gathered overwhelming support to create a commission that woold "break the conspiracy of silence" surrounding the riot. The resolting panel, the Tulsa Race Riot Commission, is charged with arriving at an ac-curate death toll and estimate of property damage. But the commission a most sensitive mission is to decide whether reparations are warranted and what form they will take.

The commissioo is getting results. Legal documents that were thought to be lost have turned up, shedding light on bogua prose-cutions stemming from the riot. Newly found survivors have been interviewed, among them a white man who testified before the panel that he had been a teenager during the Greenwood disturbance riding the riot zone while hostile whites hunted down Negroes.

A spokesman for the riot commission said earlier this month that excavators had been looking for bodies of rior victims at the edges of existing cemeteries and suspect that there may be mass graves at at least three sites. The commission is particularly interested in the 11th Street area of the Arkansas River, where witnesses say they saw guardsmen hurling bodies into the water.

The commission has found that bodies were stored temporarily on a sand bar in the river and then probably buried wheo oo one came to claim them. One possibility is that graves were dug somewhere nearby, perhaps on the riverbank. The area is being searched with ground-penetrating radar. Any bodies that turn op will be exhumed and examined. That work will fall to the forensic anthropologist Dr. Clyde Snow, who has investigated massacres in Latin America, Africa, Asia and the Balkans.

No one expects the story to end soon. After eight decades of silence, Tulsans are talking about June 1921 and are nowhere oear ready

The New York Times.

#### LETTER TO THE EDITOR

#### **Bombing Is Not Enough**

Regarding "Americans Can't Keep Peace That Isn't There" (Opinion, March 19) by David Broder: Mr. Broder's statement that "peace

cannot be built until the warring parties have exhausted themselves and are ready to take the responsibility on themselves to turn a new page'

By Robert Byrne

THE SECOND STAGE of the Rus-

tem Tournament in Moscow uplate February, was dedicated this year as a memorial to Yesim Geller, who died in

November. Two young Russian grand-masters, Mikhail Kobalija, 20, and

Aleksandr Rustemov, 25, shared first

In the fourth round, Kobalija created

an overwhelming mating attack capped

by a breathtaking queen sacrifice

against the Armenian international mas-

place with 71/2 points in 9 rounds.

sian Cup, a 129-entrant Swiss-sys-

Chamberlain in 1939. Slobodan Milosevic's thugs have

committed acts of genocide unmatched in Europe since the days of Adolf Hitler. They have shelled Bosnian and Kosovar villages, driving their inhabitants from their homes. They have raped, pillaged and looted.

And now NATO is threatening

could have been uttered by Joseph bombardment of Serbian positions. For once the appeasers have it right when they say it will solve nothing. What will solve the problem is a full-scale NATO attack - infantry and tanks, supported by artillery and tactical air power - on Serbia. The attack should continue until the Serbs cry for mercy and surrender Mr. Milosevic and others guilty of crimes against humanity.

This action should noce and for all destroy the myth that the prime mission of the armed forces is to keep the peace. Armies are meant to wage war, not keep the peace. Unless we recognize these facts, thugs like Mr. Milosevic will become emboldened, and we will all be in harm's way.

AARON STERNFIELD. Morges, Switzerland.

#### **BOOKS**

TO SEE AND SEE AGAIN A Life in Iran and America

By Tara Bahrampour. Illustrated. 357 pages: \$24, Farrar, Strauss & Giroux.: ... Reviewed by Adrienne Edgar

In the late 1970's, Tara Bahrampour Lenjoyed an idyllic and privileged childhood in Teheran. The daughter of an American mother and an Iranian father, she experienced both the warm embrace of an Iranian extended family and her parents' more relaxed. American-style approach to child rearing. As a future member of the shah's Westernized elite, Bahrampour attended an international school that groomed its students for college in the United States.

She went to Halloween parties, played with Barhie dolls and listened to American Top-40 radio. Yet the pages of her affecting memoir, "To See and See Again," are also filled with descriptions of the time she spent with her father's relatives drinking cardamom-scented tea, absorbing family lore and learning what sort of behavior was expected from a well-bred Iranian girl.

When the protests against the shah began, her Berkeley-educated father was initially sympathetic. He took Bahrampour and her younger brother to anti-goverument demonstrations; afterward, the children danced excitedly around their living room, chanting "Death to America! Death to the shah!"

It soon became clear, however, that

the Islamic Revolution was partly fueled hy outrage against Western influence and that ber balf-American family was a potential target of violence. The Bahrampours left for Los Angeles, planning to stay only until the immediate danger had passed. A few days later, the shah fled Iran and his government collapsed, leav-

ing them stranded in the United States. Bahrampour, who was 11 at the time, was amhivalent and confused about what had happened to her family. As her book be quickly wiped off when the komite makes plain, she desperately missed the life she had left behind and felt a fierce loyalty toward her father's country. When revolutionary students took hostages at the U.S. Embassy in Teheran, she experienced a twinge of perverse pride. And she was angered by a fellow émigré named Shahrzad, who sought to avoid anti-Iranian taunts by renaming berself Sherri and claiming Italian ancestry.

At the same time, Bahrampour desperately wanted to fit in. She copied the clothing worn hy her classmates and frequently felt embarrassed by her Iranian relatives, who advertised their foreignness by haggling over prices at a local convenience store.

In the early 1990's, while working at an American newspaper in Brussels, ahe about both Iran and America with unwas invited to a family wedding in Iran common insight, setting the sympathetic and, oo a sodden impulse, decided to go - in part to satisfy a growing curiosity about her other homeland.

Bahrampour returned to an Iran in which the cosmopolitan world of her about Central Asia under Soviet rule.

inated by the komiteh, the morals police. At a readjustment school for Iranian children who had lived abroad, she found teen-agers who once surfed in California learning to wear the chador. She also found a society in which, as

instead, an austere Islamic society dom-

she puts it, "defying the rules has be-come a national pastime." Small acts of rebellion by individual Iranians took many forms: a dah of lipstick that could appeared; homemade wine served at a dinner party. But she discovered that the rejection of the West has had a positive effect too - instead of coveting all things Western, many Iranians show a new interest in their own history, culture and art.

In "To See and See Again," Bahrampour has writteo a fascinating, often moving, account of her life on the boundary between two very different cultures. Like many individuals of mixed parentage, she has resisted attempts to force her into identifying exclusively with one part of her ancestry but has learned that finding the right balance can be difficult. Perhaps because of this experience, she is able to write understanding of an insider against the clear-eyed precision of an outsider.

Adrienne Edgar, who is writing a book childbood no longer existed. She found, wrote this for The New York Times.

# Mondays, Wednesdays, Thursdays, Fridays and Saturdays are

### days.

THE INTERMARKET

The IHT's Intermarket regularly features two pages of classified advertising for the following categories:

MONDAY

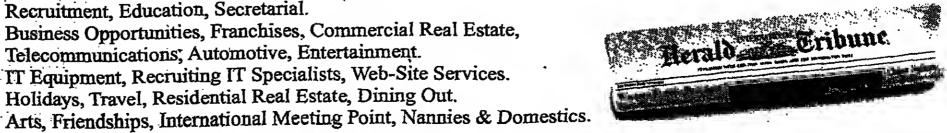
Recruitment, Education, Secretarial.

WEDNESDAY Business Opportunities, Franchises, Commercial Real Estate,

Telecommunications; Automotive, Entertainment.

THURSDAY **FRIDAY** SATURDAY TT Equipment, Recruiting IT Specialists, Web-Site Services. Holidays, Travel, Residential Real Estate, Dining Out.

A great deal happens at The Intermarket. Call Sarah Wershof on +44 171 510 5726



THE WORLD'S DAILY NEWSPAPER

icr Tigran Nalbandian. The Alekhine Defense, 1... Nf6, is the model of hypermodernity: Black lures his opponent into the advance 2 e5, the idea being to

7.572

ALEKHINE DEFENSE Black Nal'lan 17 Rg! 18 Bf5 19 Bc2 20 Qh3 21 Rg4 22 Rag1 23 I4 24 I5 25 Ne2 26 Nf4 27 Qb7 28 f6 29 Rh4 30 Ne6 31 Bd1

Support for the Alekhine is shown nowadays by White's avoiding the creation of a mammoth pawn center with 4

**CHESS** 

ation of a mammoth pawn ceater with a
c4 Nb6 5 f4 in favor of the measured
development with 4 Nf3.
After 8 Nc3, it would have been
wrong to play 8...de?! 9 Nc5! Be2 10
Qe2 Qd4? 11 Rd1 Qc5 12 b4 Qb4 13
Nb5 with a decisive attack for White.
The advance with 9...d5 was origin-

ated by Alla Kushnir, challenger for the women's world championship in 1969. Black switches from a semi-open game to a closed position. On 10 c5, Black cannot play 10...Nc4? because 11 Bc4 dc 12 Qa4 wins a pawn. But after 10...Bf3!?, recapture with 11 Bf3 would be ineffective for White: thus, 11...Nc4 12 Bc1 b6! 13 b3 Na5 14 b4 Nc4 15 a3 a5 16 Rh1 ah 17 ab bc 18 bc Nc6 would yield Black good counterplay. So White playa 11 gf, accepting doubled pawns

but forcing the retreat of the b6 knight. Many games have shown that after 13...g6, Black has good chances of holding his position. That is the inspiration for the enterprising pawn sacrifice 14 f5!? to open lines against the black king before a blockade with ... Ne7 and Nf5 appears. It was first seen in a Pokojowczyk-W. Schmidt game, Poland 1976.

This game followed the earlier one through 17 Rg1. Instead of 17...Ne7 18 Qh3 Ng8 19 Bf51 Be7 20 Ne2 Na6 21 Nf4 Kg7 22 Bg6! Resigns, Nalbandian

tried to improve by 17... Na6, but it did prove that it is premature and lacking in not stop the key piece sacrifice with 18 Bf5! If 18...gf, then 19 Bh6 Rg8 20 Rg8 Qg8 21 Rg1 Qg6 22 Rg6 fg 23 Qf4 Bd8 24; Bg5. Bg5 25, Qg5, is hopeless, for But after Nalbandian declined the of-

fer with 18... Ne7, Kobalija systematically strengthened his position until it had reached overwhelming proportions following 24 f5.

Ne2 b6 26 Nf4, threatening annihilating captures at g6. And after Nalbandian warded that off with 26...g5, Kobalija struck with the beautiful 27 Qh7! After 27...Kh7 28 f6 Kh6 29 Rh4! gh 30 Ne6 Kh5, there followed 31 Bd1mate.



Position after 26 . . . g5



# Dressing the Stars: Winners and Losers

Spotlight on Glitter and Glamour

By Suzy Menkes International Herald Tribune

ARIS - Seven. Seven? Seven! Never could an Academy Awards hopeful have expected such a clean sweep on Oscar night. What a triumph! What a proud moment for the industry. We are talking, of course, about the hig winner in Los Angeles on Sunday night: Harry Winston.

Los Angeles on Sunday night: Harry Winston.

Who? The jeweler's name may not have been on everybody's lips, but those diamonds were studding seven stars, from Gwyneth Paltrow, whose sparkling necklace topped her marshmallow pink American princess ball gown, through Whoopi Goldberg, who chose big rocks and her quick-change movie-inspired outfits.

But spare a thought for the losers in the high fashion stakes. When Paltrow opted for Grace Kelly style glamour from Ralph Lauren, she dashed the hopes of other houses that had bombarded the 26-year-old actress with sketches and outfits.

Shed a tear for Calvin Klein, who had dressed Paltrow for the Golden Globes in what was intended to be an Oscar outfit; and for

Golden Globes in what was intended to be an Oscar outfit, and for Donatella Versace, who had pinned ice blue colors to the fashion

It was so near and yet so far for poor Giorgio Armani, who had century, some of the originally fitted the weeping winner with a twinkling pink gown, yet on the night only got to dress her best-beloved parents.

The Academy Awards are now such a big deal for the fashion tention-grahhing vulgarity — world that they can make — if not break — careers. Could Gucci's the kind that Cher once dis-Tom Ford have a better showcase for his sexy, ironic glitz than Helen Hunt, whose dress, contoured with rhinestones, offset her ironed-flat hair? Versace has had its share of the glam slam — especially in the days when a little bad taste was Hollywood's fashion spice.

Catherine Zeta-Jones, star of "Mask of Zorro," expressed the new broidered chiffon Valentino

silver screen elegance in her Versace strapless ruby red sain dress with mollusks of bead embroidery and shoes to match.

Who even noticed Care Blanchett's Cinderella slippers, supposedly encrusted with diamonds? Only those who could tear their eyes away from the delicious John Galliano dress with its honeysnekle and humminghird embroidery.

Galliano had another winner for Dior with Celine Dion's great exit maker: an outfit that was deliberately designed back to frost.

exit maker: an outfit that was deliberately designed back to front, set off with a jaunty trilhy.

What constitutes an exceptional Oscar gown? In the days when legendary costume designers like Adrian and Edith Head dressed Marlene Dietrich or Elizabeth Taylor, they created for their stars an on and offscreen image. In fact, the violet chiffon gown from

on and offscreen image. In fact, the violet chiffon gown from Taylor's wardrobe that was auctioned by Christie's for \$167,500 at an AIDS benefit last week bore no relation to the fashions of the 1960s. It was a recreation of the bosom-draping tiny-waisted full-skirted gowns that the star had made her style.

Today, an Oscar nominee is expected to be a fashion plate and is wooed by designers as much for their giory as for hers. Or, indeed, his. Tuxedos may all seem identical, give or take the cookie-cutter lapels favored by Ian McKellen, but male stars are also dressed for Academy Award success.

Steven Snielbero's classy three-buttoned tux was courtesy of

Steven Spielberg's classy three-buttoned tux was courtesy of Valentino, who also decked out Torn Hanks, Nino Cerruti, one of Hollywood's favorite designers, snared a trio of famous names: Alec Baldwin, Harrison Ford and Jack Nicholson. And who did Elton John turn to for a low-key number in which to host his post-Oscar party? Versace furnished him with a purple embroidered uxedo.

The house of Versace has a long-standing relationship with such stars as Courtney Love and Christina Ricci, who have been front-row guests at fashion shows and stayed loyal for the awards ceremony or for the parties, when actresses of-

Gwyneth Paltrow in Ralph Lauren's

sugar pink satin dress and matching

tulle stole.

ten change their outfits.

Armani must be credited for turning the Oscars from a night of sartorial disasters into a stylish event on the fashion calendar. This season, the design-er scored with Ben Affleck, Geoffrey Rush, James Coburn, Martin Scorsese, Robert De Niro and the controversial

award winner Elia Kazan. For all the polished glamour of the last Oscars of the old

Diamonds had a great night out, after a long period of bare-necked minimalism.

Last year's appearance by Minnie Driver in a Halston dress persuaded the house's then-designer, Randolph Duke, to set up business on his own. When Madonna picked a dress from the fledgling Belgian fashion graduate Olivier Theyskens, she put his name on the fashion map.

Even if the studios no longer rule the hair waves, stars today have no excuse for being badly dressed or groomed. Make-up stations (from \$500 to \$1,500) and hairdressers at similar high

prices primp and paint throughout the hig day.

New in the 1990s have been the fashion stylists, who now wield

enormous power. They advise their often indecisive clients what to wear and even which hip or classic designer will best promote their Designers can build a reputation on a star's back, like Badgley
Mischka, the New York design duo who dressed Jennifer Lopez on
Sunday: or the Los Angeles-based Richard Tyler, who dressed the
television personality Ellen Degeneres in a sleek, mannish satin

And no, they do not automatically give the outfit back.

Two of Goldberg's outfits — her take on Indy Dench as Queen Elizabeth I in "Shakespeare in Love," and her madeap silver suit and feathers reflecting "Velvet Goldmine" — paid tribute to the unsung heroines of Hollywood; the costume designers. At least Sandy Powell, who created the clothes for both movies, carried off

Cate Blanchett in John Galliano's foliage and bird-embroidered dress.

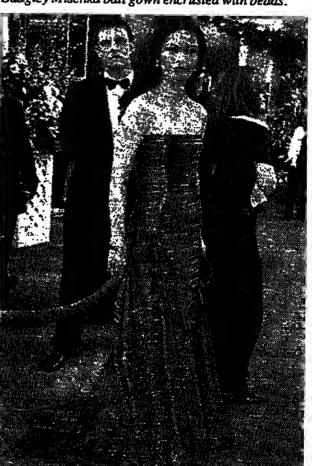


Celine Dion's surreal back-to-front jacket from Dior couture by Galliano.



Jennifer Lopez in Harry Winston diamonds and Badgley Mischka ball gown encrusted with beads.

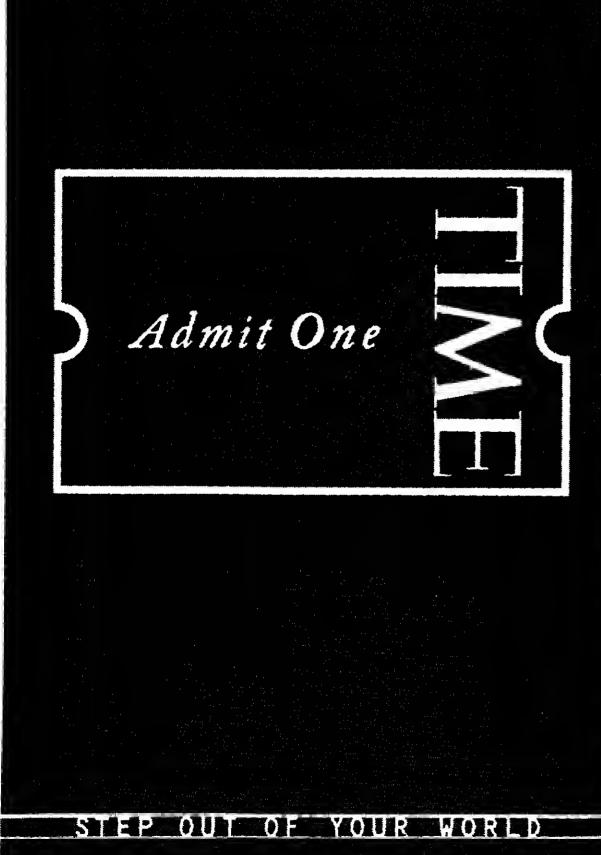


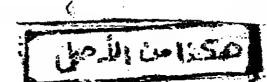


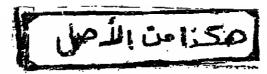
Catherine Zeta-Jones in a ruby red strapless satin Versace dress embroidered with crystal and jet.



Meryl Streep in Valentino's lilac chiffon and silk dress shimmering with bead embroidery.











VOLVO

Takes your breath away

### Announcing Our Premier Automotive Group.

It makes sense, really. As we continue our commitment to become the world's leading consumer company for automotive products and services, our newly created Premier Automotive Group was a logical step. Grouping these legendary brands together allows us to leverage their unique strengths, while preserving their individual values and characteristics. This not only lets us grow these premium brands, but in turn, it sets a new standard in terms of providing the care, service and meaningful relationship every customer deserves. Both now, and in the future.

Ford Motor Company,

tvo participation after regulatory app



If you are interested in investing in Kazakhstan, the International Herald Tribune's Almaty Investment Summit is this year's meeting to attend.

With the support of President Nursultan Nazarbayev and the Kazakhstan government, this summit will provide a valuable insight into the investment opportunities Kazakhstan has to offer.

For further information, please contact:

Brenda Erdmann Hagerty, International Herald Tribune

40 Marsh Wall, London E14 9TP

Tel. (44 171) 510 5707 Fax: (44 171) 987 3463

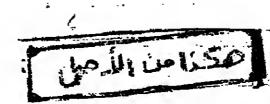
E-mail: summit@iht.com



THE WORLD'S DAILY NEWSPAPER



STATE INVESTMENT AGENCY





### BLAZING UNCONVENTIONAL CAREER PATHS: STARTUPS, NEW SECTORS TEMPT MBAS

MBA graduates are looking beyond traditional careers to get in on the ground floor.

School of Business at the Uni- tech start-ups attract 12 perversity of Virginia four years cent of graduates. The Chica-technology." ago, he followed a typical ca- go school has even begun reer path, spending two years renting a hotel room io Silliving in hotel rooms while icon Valley every year so that are finding the positions that ing and similar technologyworking for the Boston Con- interested students can meet sulting Group. But theo Mr. companies too small to send Cote veered off the path.

SPONSORED SECTION

"I left because I grew frustrated helping other compa- New rules. nies find new business op-portunities," he recalls, "I floor of a new company and get rich."

Ground floor Mr. Cote now works at a tiny

preparing its first product for

"I love it," he says. "It's a great environment. You can do everything from scratch. It's an opportunity to bring in the best from other companies publisher of the MBA News-attracting all of the current attracting all of the current attraction, but, says MIT's Ms.

Time is a bigger problem attracting all of the current attraction, but, says MIT's Ms.

To attract attraction attraction, but, says MIT's Ms.

The current attraction attraction attraction attraction attraction attraction

programs are still well- kinds of industries." traveled, but there's much more fragmentation," notes
Danden's dean, Ted Snyder.
"The big change is the greater the notion of what a firm is,"

high-tech situations."

recruiters to campus.

Of course, the high-paying salaries awarded to graduates wanted to be on the inside of the top-ranked schools atrather than the outside. I tract the most heat and light. wanted to be in on the ground Graduates of the Wharton School of the University of Pennsylvania, for example, received offers of more than \$133,000 this year, Stanford MBA graduates earned a mestartup company called Pets dian salary of \$120,000, and N' People, which is just now top salaries of graduates at the top 25 schools exceeded

The salary is comparable to what most new MBAs make the explosion of MBA in-- without bonuses, but with terest," notes Dick Kwartler,

and business schools and apvices at the International Asply it here."

Mr. Cote's experience is not unique.

Mr. Cote's experience is majority of MBA graduates

University of California, Riverside The old paths out of MBA have always gone into all

The rules have changed for

proportion of MBAs who says Dean Howard Frank of want to act in entrepreneurial, the University of Maryland School of Business. "Man-Roxanne Hori, director of aging 'virtual firms' like career management at the J.L. Amazon.com is very different

Then Marc Cote graduated from the ment at Northwestern Uniprestigious Darden versity, estimates that high-mess is changing because of mess applications until they information strategies and reach a certain level."

are most rewarding - per-sonally and perhaps financial-

dustries, virtual or otherwise, that, previous alumni might a management minor. have scorned.

Sloane School of Business of the Massachusetts Institute of Technology, sees "particular demand in technology-driven businesses; not just high-tech, but also information-driven. Information technology is pervasive in all areas places I never thought an MBA would ever want to

High tech vs. low tech : Internet companies may be MBA.

Even so, the hottest tracks Today, more and more at MIT right now remain elec-MBA graduates like Mr. Cote tronic commerce and marketdriven studies.

As befits the world's most ly -- in companies and in- famous school of practical science, MIT offers engineers

ave scorned.

"Engineers are finding the lise Evans, director of cabest jobs on Wall Street," rect development at the comments MIT Professor Ed Roberts. "All companies need quantitative jocks to transform them into Internet trad-

> Joint degrees Such mixed and joint-degree

programs reflect the changing nature of management. In an age of HMOs, group practices and dominant medical-service chains, Mr. Kwartler sees more doctors needing an

#### INTERNET RESEARCH: AN ESSENTIAL BUSINESS TOOL

The use of the World Wide Web for research not only enables MBA students to access up-to-date information and data, but also acclimates them to the Web as a business tool — a necessity in today's information-based economy. At Vanderbitt University's Owen Graduate School of Management, for example, students do their research projects as Web pages.

William Goetzman, director of the International Center for Finance at the Yale School of Management, expects his students to be completely comfortable with the Internet.

"I don't even hand out a syllabus in class," he says. "It's on the Web, because it's got links to everything."

Students, he adds, "can go to the Web syllabus and have

the information they need to do the case." Students have individual accounts so they can access case materials directly from the school's own Web site or

the Web site referred to in a case. Mr. Goetzman's use of the Web goes far beyond looking up FCC rulings or company financial information. In cooperation with the California Institute of Technology, he has set up a Web-based virtual securities market. Students start out with a virtual credit line of \$500,000, select stocks, define an Investment strategy and develop it over the course of the term. The exercise not only teaches them

about making investment decisions, but also accustoms them to the use of the Internet. In addition to case work, Mr. Goetzman notes: "More and more, I'm finding evidence in student research papers

that they collected data over the Internet." Citing a Web site as a source "is definitely acceptable," he says. "I've cited Web sites in my working papers."

The style manuals, however, are only beginning to catch up with technology. "We have to figure out for bibliographical purposes how to cite them," he adds. "I haven't seen evidence of the correct way yet."

Bogus or biased Web sites apparently do not bother Mr. Goetzman, any more than faulty printed materials. His students primarily use government sites (such as the Federal Communications Commission, the Federal Trade Commission and the Securities and Exchange Commission); proprietary sites licensed by the university and accessed via a password; or sites created or shared by other universities or university-approved researchers, which are uplinked to students' course work or accessed via the school's intranet system. "So far, I haven't found fake Web sites to be a problem," Mr. Goetzman says.

Charles Hickman, of the International Association for Management Education, says, "Schools have built intranets as well as developed course modules and study assignments that require research on the Internet, which is a skill they will need to have once they go into industry." He does caution that the Web remains only one of several methodologies and is not as important as interpersonal

Rather than making libraries - and librarians - obsolete, the Internet has made them more important than ever for database management and dispersal over a campus networked system via password access.

"My job has changed a lot," says Meg Trauner, head librarian at Duke University's Fugua School of Business. "So much is available on-line, I need to know the best way to access that. People are still looking in books, but someone has to put the data you need on your desktop."

Just because data is available on-line doesn't mean it's free. In fact, the information most valuable to business students is usually proprietary. Even for government documents, Ms. Trauner warns, "If you need a big data set, you need to be a subscriber." She tries to license such outlets for the whole school, but sometimes access is limited to the business school or just the library.

Nursultan



**Masters/Doctoral Degree Programs** Distance learning

Business Administration • Computer Science • Education Natura) and Social Sciences • Humanities • Languages Accredited by W.A.U.C Licensed by State Dept. of Education

Preston University, Dept. HT03/99 1204 Airport Parkway • Cheyenne, WY 82001 • USA Tel: + 1 (307) 634 1440 • Fax: + 1 (307) 634 3091 Email: admissions@preston.edu • www.preston.edu

#### ENGLISH LANGUAGE PROGRAMS

- & INTENSIVE ENGLISH PROGRAM
- CONVERSATION AND AMERICAN CULTURE PROGRAM
- N' ENGLISH FOR INTERNATIONAL BUSINESS INTERCUPATE COAL FILEDRY PROGRAM
- " UNIVERSITY PREPARATION PROGRAM DISIGN-YOUR-OWN PROGRAM
- TEACHING ENGLISH TO SPEAKERS OF OTHER LANG
- INTERNATIONAL PROFESSIONAL PROGRAMS

- 2- TO 10-WEEK DAYTIME INTENSIVE TRAINING PROGRAMS
- E COMPUTER GRAPHIC DESIGN
- CONFUCT MANAGEMENT
- STUDY OF MULTIPLE INTELLIGENCES INTERPRETATION FOR PROFESSIONALS.
- ENGLISH/SPANISH SPANISH/ENGLISH
- TROPICAL/SUSTROPICAL AGRICULTURE

- GIS: GEOGRAPHIC INFORMATION SYSTEM

- TURFORASS MANAGEMENT INSTITUTE

Knowledge is the Key to Success!



Development

The Executive

Program for

the Americas October 17-29, 1999

and Management

June 21-25, 1999

May 3-4, September 28-29, and November 8-9, 1999 April 12-13, July 19-20, and December 9-10, 1999

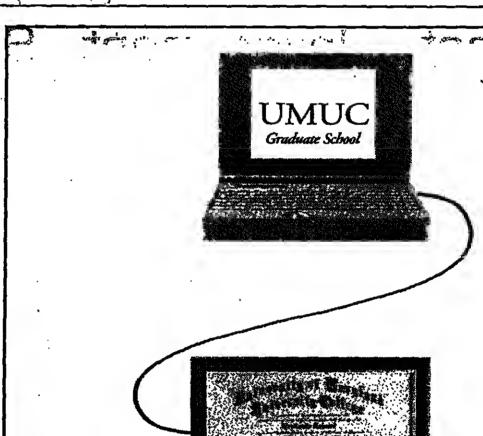
System Dynamics for Senior Managers April 12-13, September 15-16, and December 1-2, 1999 Developing and Managing A Successful Technology

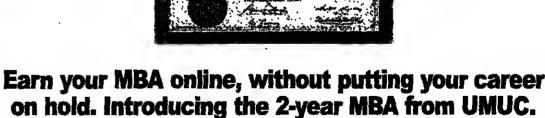
April 14-15, June 21-22, and December 13-14, 1999 IT for the Non-IT Executive April 14-15, July 21-22, and October 7-8, 1999

MIT Sloan School of Management Special Executive Programs

A Great Place to Learn!

For further information contact: Office of Executive Education Sicen School of Manage chusetts institute of Tecl 50 Memoriai Drive, Suite E52-101. Cambridge, MA 02142 USA Telephone: 617 253-7166 Fax: 617 252-1200 E-mail: siganexected@mit.edu http://mitsloan.mit.edu/





UMUC - ranked by Forbes as one of the "Top 20 Cyber Universities" in the world - introduces its new 24-month, 42-credit MBA online program. It is designed to be interdisiplinary, integrated and applied, exploring organizational and management processes in the context of a global business environment. Developed to accommodate working professionals with diverse academic credentials and organizational backgrounds, there is no GRE, GMAT or residency required.

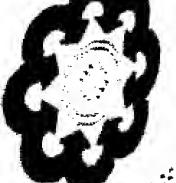
Phone: 301-985-4617 (U.S.A.) 800-888-UMUC

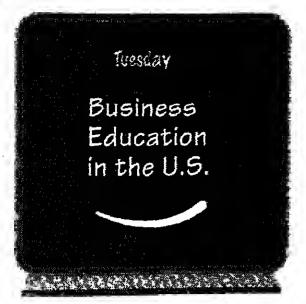
E-mail: mbaonline3@info.umuc.edu Web site: www.umuc.edu/mba



State approval for this Master of Business Administration program is expected May 1999.

JNIVERSITY of MARYLAND UNIVERSITY COLLEGE





### 'GREEN' MBAS ARE MAKING BUSINESS SENSE

Environmental management and the MBA.

n a world where environmental issues have moved from feel-good public relations to nuts-and-bolts corporate strategy, a handful of top business schools are combining environmental studies with management training.

Students in these programs want to make sure that their ideals have practical impact in the marketplaca. They hope that their environmental management skills will enable them to secure a specialized niche in corporations in which environmental issues have moved to the top of the agenda.

versity of Michigan's Graduate School of Business and the Yale School of Management are among the schools offering environmental management degree programs. Other schools are responding to interest among students and corporations by integrating environmental issues into the first-year curriculum. The Darden Graduate School of Business at the University of Virginia uses cases in environmental reporting in its first-year accounting class.

Entering the mainstream

Students enrolled in these programs may be idealistic, but they are also as hard-headed as international finance majors. "We don't want 'tree-huggers' in the school because that's

not what it's all about," says Stan Garstka, deputy dean of the Yale School of Management. "Saying management is evil and out to destroy the earth is not the real world. The system is more enlightened. When you work on these issues, you have to work within the context of normal management.

After 20 years, Yale's three-year joint Forestry and MBA degree has become the school's most popular joint-degree MBA program, James Levy, a student who will graduate in the Wharton School of the going down so many roads May, studied economics as an undergraduate and became University of Pennsylvania. interested in energy issues while working as a consultant. He enjoys the intellectual stimulation of moving between two dents to study their main area even more valuable. seemingly different disciplines. "The two schools have very of coocentration while earndifferent atmospheres," he says. "Sometimes, it's refreshing to ing an MBA. Stan Garstka,

go from one school to the oext."

Mr. Levy's résumé reveals that blue-chip companies are interested in his expertise. He has interned at Xerox and mixed degrees as "the new General Electric; currently, he is developing a cost-accounting renaissance of management. tool to help companies evaluate environmental projects for an We're not so narrowly fointernational environmental consulting firm in Cambridge, Mass. He adds that the program has taught him about "making environmentally beneficial decisions that also make good business sense.

Corporations may well be paying much more than lip service to such a combination of motives, but programs in environmental management remain a nonexistent track at most graduate business schools.

"It's stronger than it was, but still relatively tiny," says Dick in MBA careers. K wartler, publisher of the MBA Newsletter. "It may grow if corporations want it."

Charles Hickman, director of projects and services at the dropping of Stanford, gener-International Association for Management Education, says: ally considered, along with International Association for Management Education, says: ally considered, along with "Environmental programs have been growing steadily, but not dramatically or with as much razzle-dazzle as the new information technologies. But there's no doubt that for some employers, it's knowledge they value and need."

Mr. Garstka says: "The environment adds value to a firm. It's not something outside of the mainstream anymore."

### MANAGEMENT TRAINING FOR THE KNOWLEDGE ECONOMY

Information strategy is on its way to becoming a core requirement in the business curriculum.

I oday, business schools have woken up to the power of be used to gather consumer data. New courses and academic tracks are teaching students how to gather and assess new data sources - and how to avoid being inundated by

Such courses don't deal with specific software programs, which may well become outdated by the time the students

"We don't teach students how to use spreadsheets and basic tools," says Mike Uretsky, chairman of the Information Systems Department at New York University's Stem School of

> Information strategy ches MBA students tools in ways to make decisions as managers

Business. "We assume that they've either come into the MBA program knowing it or will get it."

Most students, he adds, are not information systems majors, so they're not looking for a nuts-and-bolts working knowl-

edge.
"I know how to drive a car, but I don't have to know how the "I know how to drive a car, but I don I have to know how the internal combustion engine works," Mr. Uretsky says. "The typical student is not interested in how a computer works." OF Business at the Oniversity of Maryland: "When an MBA graduates, he or she needs to understand the dis-

Some schools are making information strategy the core of a deals have practical impact in the marketplaca. They hope that heir environmental management skills will enable them to ecure a specialized niche in corporations in which enriconmental issues have moved to the top of the agenda.

Duke University's Fuqua School of Business, the University's Fuqua School of Business and the University's Fuqua School of B Worcester Polytechnic, has begun offering a "Management of Technology" MBA.
MIT's Sloane School is more typical; All MBA candidates

must take a core course in data models and decision-mak-

"It teaches students to use these powerful tools in ways to make decisions as managers," says MIT's Ilse Evans.

formation technology development and financial engineering. Such courses point to the newfound importance of systems

analysts in the corporate structure. "Merrill wants to recruit a very different person to provide leadership," says Ed Roberts, a professor of technology at the

B technical background is relegated to the back office."

Data mining

The volume of data available for target marketing is rising exponentially, Mr. Uretsky says, and all students need to learn how to search the data for hidden nuggets - B field known as "data mining."

The large volume of data makes it possible to make business decisions beyond what you could do five years ago," Mr. Uretsky says.

Says Howard Frank, dean of the Robert H. Smith School of Business at the University ciplines regarding technology, what commerce is doing to the marketplace and how to

every aspect of traditional fields." The information industry has changed the nature of whole disciplines, adds Gary Kohler, an information professor in

The internet is also getting rid of intermediaries, such as the old door-to-door insurance agents. On the other hand, a "cyber" insurance agent must know how to sift through

available consumer data. "I see new intermediaries sifting data," Mr. Kohler says. "Ultimately, we all turn to these oew types of agencies and Traditional pyramids don't work."

MIT's Sloane School has just amounced a major col-services to provide a search for us. It's too hard on our own. On new technologies, exemplified by the Internet, that can laboration with Merrill Lynch to develop a program in ingraphic information on people."

Such information-gathering is allowing marketers to get ever closer to their customers, says Anthony J. Paom, B professor of information technology at Northwestern Uni-Adds Ms. Evans: "The days are over when the person with versity's J.L. Kellogg School. A winning strategy requires."

sumers as possible. Mr. Paoni cites United Services Automobile Association as a company that exemplifies the use of information technology as a competitive tool. When a customer has a child, for example, USAA collects data on the type of delivery, weight and other seemingly trivial data. The company can then tailor products, such as children's car seats, to the individual

Information systems don't have to be proprietary and, in the new information economy, many shouldn't be. Several professors cite IBM's having made its operating system available to competitors, unlike Apple, which kept its system to itself. The

deal with data. Information strategy has penetrated across result? IBM's DOS dominates the market, and Apple is an

Mr. Paoni terms such companies "greenfield operations," because they approach the new information economy as a "fresh green field," rather than with any preconceived notions. While older industrial companies tended to hoard information, Mr. Paoni says, "Greenfield companies share information." He adds: "What worked in an industrial economy doesn't work in an information economy. The structure of an organization either permits or prohibits information inflow.

### **NEW CAREER PATHS**

That helps explain the popularity of distance learning via the personal computer, even at elite schools. Wharton to high-tech start-ups.

Direct, for example, is part of In fact, so many MBAs are

Mixed degrees allow stucused on traditional areas." At Yale, God and Mammon meet in a joint degree with the Divinity School.

Changing fast

catch-up with the revolution

Mr. Snyder cites Business much-discussed its annual report.

Many criticize Business Week because its rankings are The future looks brighter than based on established corpo- ever for MBAs." •

Continued from page 11 rate positions and salaries and doo't take into account the large number of graduates of Stanford, Silicoo Valley's intellectual epicenter, going in-

not previously taken that they're making the degree

Many expected the explosion in the number of American graduate business schools in the last decade to spread qualified faculty, resources and qualified applicants too thin. Instead, U.S. business schools are boom-

"I've found that many companies suddenly said. Well, we may need a defined policy of hiring MBAs be-Observers are still playing cause they bring a market basket of skills that is unique, says Mr. Kwartler. "That's a sea change. The ability of MBAs to deal with global marketing and the Information Age is so astounding that companies have got to have them. If there is a drop in investment banking, high-tech firms take up the slack

#### ROSS UNIVERSITY SCHOOL OF MEDICINE

Over 2,000 Ross Grads licensed 92% Peas Rate on Oct 97 US Med Lic Exam among 1st time takers. Approved to conduct Clinical Clerkships in N.Y. and N. J. Med Ed Program Approved by CA.

MASTER'S OF Physical Therapy

Designed to meet CAPTE

Clinical Training sites in the U.S. Planned Opening 1999
ANNOUNCING OUR SCHOOL
OF MEDICINE NEW BRANCH
CAMPUS IN WYOMING!

VETERINARY MEDICINE

· Traditional U.S. Veterinary . DVM and/or Pb.O. Faculty · Low student-faculty ratio

Pintucial Aid Available for

Catalogs and Video ROSS UNIVERSITY

60 W. 34th St. NY, NY 10001 Phone:212 279-5500

# 50th Session SEPTEMBER 1999

katz

MPE - Management **Program for Executives** 

Enroll today in one of the oldest and most highly rated, 4-week in residence Advanced General Management Programs.

 50th Session - Since 1949 · Rich, Urban Cultural

Experience Global Orientation

Get unparelled integration of advanced merketing, finance, and leadership skills for your business, and the best news is ... It won't cost you a foiline. Emerge with immediately applicable, strategic thinking skills. ...

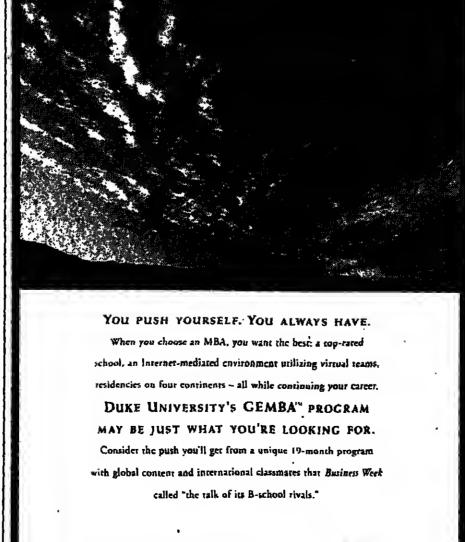
Join us for a rich cultural and educational experience in one of the best metropolitan areas in the country.

> Our 50th session begins September, so reserve your spot today by contacting the Katz Center for Executive Education at the University of

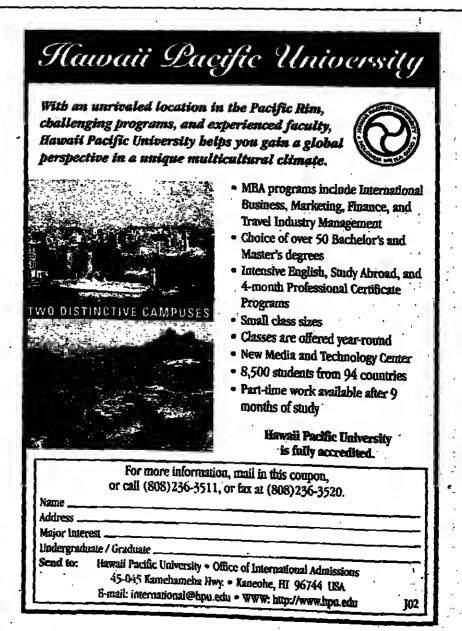
#### Herald Eribune

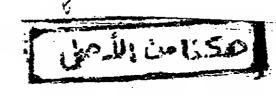
If you would like to receive further information on the advertisers who appear in our Business Education in the U.S. Sponsored Section please complete this coupon & send it to: THE INTERNATIONAL HERALD TRIBUNE c/o GABLE MARRETING LTD. St Mary's Mill, Chalford, Stroud, Glouce GL 6 SNX, England Fax: 44 .1.453.886.287 E-mail address:

H		
II		Tick box
1.	Arizona State College of Business	
2.	Darden Graduate School of Business Adm.	
3.	Dake University Fuqua School of Business	
4.	Hawaii Pacific University	
5.	Kar: Graduate School of Business	
6.	Kellogg Graduate School of Management	
7.	MIT Sloan School	
8.	MIT, The Professional Institute	D
9.	Preston University	
10.	Ross University	
11.	University of California/Riverside	
12.	University of Maryland University College	
16	ne:ne Address:	- <u></u>
	Title	
– Su – Ne	did you secure this copy of the LH.T.?  bscription  wsstand  her:	Tick box



To find out more about the Global Executive MBA program eall 919.660.7804 or with www.fuque.duke.edu





### SCHOOLS ARE A BREEDING GROUND FOR ENTREPRENEURSHIP

Business schools and universities are not only teaching entrepreneurship, but are also helping to launch new start-ups via business "incubators."

ost universities like to take advantage of their communities' resources, but 12 years ago, the University of Alabama at Birmingham found itself propping up a dying city. After the steel industry left, the university founded one of the Armany schools, business students think

first modern business incubators to apply some of the discoveries taking place at the school's re-STUDEN

search hospital. In the last 12 years, the university's incubator has developed 60 companies and 1,273 jobs.

The MBA program is integral to the incubator's success; students submit marketing and business plans to fledgling compa-"When you have a sci-

entist operating a busi-ness, he's a scientist, not a ssman," says Wilson Harrison, head of the university's Office for

the Advancement of Developing Industries. "He needs all the help he can get!"

Hands-on experience Of nearly 600 business incubators in the United States, the National Business Incubator Association estimates that more than onequarter are affiliated with a university.

Most are oriented toward scientific or technological research. Only a handful are tailored to realizing business students' ideas for new

committees, not one hand was spend much less time on.

may never use, so mey con a valdez spill Dow Chemical's learn or understand crisis. Valdez spill Dow Chemical's

raised. Mr. Stoller, who

teaches a course in crisis man-

University's J.L. Kellogg

School and is himself a

former crisis manager, calls this "corporate denial."

"People don't want to deal

Most executives don't want

with it," he says.

As studies in entrepreneurship move into the mainstream at most business schools, however, incubators are becoming a focus for

STUDENT

PROFILE

POSITIVE

ZENTITA

up and research compa-

nies themselves.

Venture capital MIT had one of the first incubators. After World War II, MIT President Cal Compton wanted to adapt military research capital fund with alumni.

Currently, MIT's ness encourages as possible between engineering and business students

Among the results have been many of the high-tech start-ups that have reinvigorated the Bostoo area's econ-

Professor Ed Roberts sees the entire university as a giant incubator. But just to make ness, the university is building a research park Dick Kwartler, publisher of the MBA Newssure, the school runs the MIT \$50K Entrepreneurship Competition, with the highest prize in the country.

Most schools must nurture students' ideas themselves; but at MIT, outside investors line can work on them for credit over the sumup to finance winning ideas at the country's mer. premier university of applied science.

Similarly, the University of Maryland is defray research expenses. One student, now developing a partnership with the engineering school. MBA candidates will work to help Internet company that grosses \$50 million. technology innovators realize their vision in the marketplace.

Applied research

the direct result of the Upstate New York called a "hatchery." school's decision in the mid-1970s to shift its

One of its current primary emphasis from undergraduate work to research.

"It all started to spin off," says Mark Rice, as a pharmacist. director of RPT's entrepreneur center, referring

to companies that arose out to private uses, so he of laboratory work. Mr. organized a venture Rice began one of the original companies at the in-

"From the beginning," Sloane School of Busi- he says, "the incubator was designed to interact with much interaction as the university." Students work on projects as interns or as part of class projects.

According to Wendell Dump, executive director of the Batten Center for Entrepreneurial Leadership at the University of Virginia's Darden School of Busi-

that will include an incubator to be used by letter. business students.

Upgrade program.

most schools.

however, the subject remains

"It's not a big deal," com-

Maryland's Howard Frank.

Internet company that grosses \$50 million. Bill Bygrave, the director of Babson Col-lege's Arthur M. Blank Center for Entre-

preneurship, dishkes the word "incubator." Most are failures and mediocrities," he Rensselaer Polytechnic Institute's incubator is insists. He prefers Babson's equivalent, to be

> One of its current projects, Access Health Networks, a health-maintenance discount card, was begun by a student who had worked

Another student hatched the idea for his Krackers, company. which places advertising before entering Babson.

> A piece of the pie Columbia University and University

Michigan are taking the incubator concept one step further: They are both planning to invest in student start-ups and thereby take a stake in the new

"They have put their money where their courses are," comments

information management."
As Robert Mittlestaedt, di-

rector of executive education

at the Wharton School of the

University of Pennsylvania,

puts it: "It's one of those

things that people don't know

they need until they need it."

never seen the market for a

separate, stand-alone course.

Even so, he adds: "I've

The schools have to pavigate rules con-

Currently, students who want to start a cerning conflicts of interest and their nonprofit business bring their ideas to their courses and status.

"This is a new step," says Mr. Kwartler. "Many schools are heavily involved in new Funds are occasionally made available to ventures anyway." •



#### ON-LINE RESOURCES

The International Association for Management Education http://www.aacsb.edu

The leading association of U.S. business schools.

The MBA Program Information Site http://www.mbainfo.com

Details of more than 1800 MBA programs from the world's major universities, business schools and management colleges in 120 countries.

The MBA Career Services Council

http://www.mbacsc.org/ A global association for graduate management career services professionals who represent degree-granting programs (AACSB-accredited or members of GMAC).

**Graduate Management Admissions Council** 

http://www.gmat.org The official site of the Graduate Management Admissions Council. Includes information on the GMAT, MBA fairs and other useful information.

**MBA Employment Connection Association** http://www.MBAnetwork.com Graduates can post résumés or job queries.

http://www.emdsnet.com

EMDS organizes more than 30 MBA and career events around the world and provides MBA graduates from U.S. business schools with the opportunity to meet leading European and international employers.

**Career Central** 

http://www.careerceritral.com Offers free software to MBA students and targets business school alumni and students.

Career Web http://www.careerweb.com Has job offers, résumé postings and job matching.

Career Guide

http://www.career-guide.com Features a wide selection of top international recruiters and business schools.

http://www.CareerPath.com

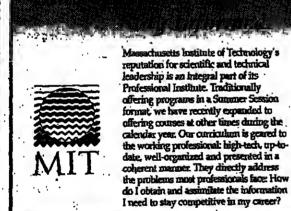
around the United States.

"Our executive education It's like selling a course in

deals with updating skills and ethics. No one signs up."

Links to the job pages of more than 100 newspapers

"BUSINESS EDUCATION IN THE U.S." was produced in its entirety by the Advertising Department of the International Herald Tribune. WRITER: Steve Weinstein in New York City. ILLUSTRATIONS: Karen A. Sheckler-Wilson. PROGRAM DIRECTOR: Bill Mahder.



COMPUTER SCIENCES - SYSTEMS - DESIGN - MATERIALS CONTROL · BIOTECHNOLOGY · MANAGEMENT

Located near the heart of the nation's sixth-largest city, the nationally-ranked Arizona State University MBA Program's innovative curriculum gives you a competitive advantage in a rapidly changing global environment.

ARIZONA STATE UNIVERSITY

You'll emerge from the ASU MBA equipped with the principles of corporate management plus specialization in one of six areas identified as critical to 21st cantury businesses.

- Supply Chain Management Services Marketing and Managament Financial Management and Markets
- Sports Business • ASU MBA/Master of Science in
- Information Managame · ASU MBA/Master of Health Services Administration

Take e closer look at the ASU MBA www.cob.asu.edu/europe.html

College of Business ARIZONA STATE UNIVERSITY

V education class a crisis. Or so says Mr. Stoller, how many attendees served who devotes two full days to a on their companies' crisis subject most companies situation that was ultimately some much more damaging to the

EXECUTIVE LEARNING: BE PREPARED WHEN DISASTER STRIKES

Executive education in crisis management prepares top managers to communicate effectively to their staffs and the press during disaster situations.

public relations, moving into Crisis management agement at Northwestern the realm of what he calls in one of those things "basic tools of persuasion": how to project character, that people don't know make an argument and use they need sutil they language that has meaning and hasn't been watered down into corporate-speak. Nor do these skills come into to study something that they play only in extreme, public may never use, so they don't situations like the Exxon

Such training transcends

company; and there are smaller such fires every day in Managers need training on. how to understand and work

with the media and, above all, how to provide information. lisher of the MBA Newsletof corporations are providing situations. less and less information," be

In a crisis, instead of getting out the corporation's side Ms. Lowance. of the story, unprepared executives may come across as stonewalling the public.

7 hen Martin Stoller management until it's too late Bhopal explosion or Tylenol of MIT's Sloane School Con-school, the Newhouse School asked an executive — when they're in the thick of packages that had been tinuing Education, knew that of Communications, to teach education class a crisis. Or so says Mr. Stoller, tampered with Barings Plc. the subject was being given a course included in its MBA executives had to confront a more prominence by at least forward-looking companies when she was invited to help the Boeing Cor- on the periphery of manageporation formulate a course ment courses as now offered. on "Crew Management" - a cooperative-sounding name ments the University of for crisis management -- for

its Center for Learning in "That was an indication that we should be paying attention to this," Ms. Lowance says.

Appropriately, the airplane manufacturer took the preslarge corporations. .... sure of a cockou as the dommant metaphor for the decision making process in a corporate environment. Sloane's course, entitled

ning," gives managers the ter: "As we move into the so- tools they need to commucalled Information Age, a lot nicate effectively in crisis "Whether it is managing says. "They're obsessed with change or a dramatic an-

confidentiality when it's un-nouncement or responding to an environmental crisis, we build it into the course," says The Syracuse University

School of Management is able to use the public-rela-Susan Lowance, director tions faculty at its sister

were made

to be broken.



Our executive education programs will challenge you to think out of the box to see the possibilities and the future with 20/20 vision. In real-life terms,

Graduate School of

University of Virginia

Business Administration

Executivi Epecynox

we'll give you insight into the strategies and skills you need to break through the barriers and place you and your organization on the top: General Management Series

☐ The Executive Program
☐ Darden Minority Business Executive Program (New) C Developing Managerial Excellence Ca Managing Critical Resources C Managing in the Global Business Environment (New) C Manufacturing Executive Program

Leadership and Change Series

At Dardeo, we make sure you break them.

Creating and Sustaining the High-Performing Organization Creating the Future: The Challenge of Transformational Leadership

Leadership for Extraordinary Performance □ Managing Individual and Organizational Change

O Power and Leadership Warlacting and Sales Series ○ Building and Managing Brand Leadership (New)
○ Business-to-Business Marketing Management C Channel Management
D Competitive Pricing Strategy

D Launching New Products (New)

Strategic Marketing Management
 Strategic Sales Management

Financial Excellence Series O Evaluating Strategic Alternatives in Uncertain Environments (HEW)

C Financial Management for Non-Financial Managers C Investment Banking (New) C Mergers and Acquisitions

Strategic Cost Management (New) Strategy & Organizational Effectiveness Series Bargaining and Negotiating
 Multiparty Negotiations (New)

Competing in a Deregulated Electric Utility Environment (New)

D Corporate and Business Unit Strategies: Managing the Interfaces (New)
C Creating Successful Alliances and Partnerships

O Developing Leadership Capability in the Corporate
Aviation Function C Human Resource Forum

C Managing the Corporate Aviation Function

C Innovation and Service Excellent

C Service Management Strategy C Strategic Management for Line Managers

ass Week magazine has consistently ranked Uarden as one of the best associtive education schools in the work.

University



Consistently rated among the top executive education programs in the world by Business Week and U.S. News & World Report

### Executive Education, Chosen Time & Again

For almost fifty years executives have turned to Kellogg Executive Programs to help prepare them for greater management responsibilities in an increasingly global business environment.

When you attend a general management program at Kellogg, you become a part of one of the world's finest institutions for managerial studies. You share your experiences and ideas with colleagues from around the globe. And, most importantly, you benefit from the real business experience and the extensive research of the distinguished faculty that keeps us at the top of American business schools.

As you consider which program and which school will best prepare you for your expanding leadership and managerial roles, know that when you choose Kellogg, you choose a leader.

**Advanced Executive Program** 

June 13-July 9, 1999 or February 13-March 10, 2000 Designed specifically for general managers and senior functional executives who will soon have general management responsibility. Participants come from a wide variety of industries and countries and have 15 to 25 years of broad management experience. The program emphasizes general management skills with a strong focus on strategy development in a highly competitive, uncertain global environment. Change management and leadership are also emphasized.

Executive Development Program May 2-21, July 11-30, or October 3-22, 1999

Offers execurives a broad perspective on the functions of management and a fuller understanding of the concepts and tools required for higher-level responsibilities. Participants should have 10 or more years of experience with the potential for senior-level management in either staff or line positions. It is also an ideal program for entrepreneurs and owners of

small companies. Call 847-467-7000 for a detailed brochure today! Kellogg Graduate School of Management, Executive Programs,
Northwestern University James L. Allen Center, Evanston, IL 60208-2800
Phone: 847-467-7000 Fax: 847-491-4323
E-mail: ExecEd@nwu.edu Web Site: www.kellogg.nwu.edu

High Low Stock

SIS Div Yild PE 100shigh LowLolest City

1.9815.0 1.46199 30615.0 1.5619.7 2.0624.7 1.0624.0 1.1.162.3 08.3 1.2.046101 4.0762.5 5.3617.7 1.1.820.4

Contest of the contes 

DEF19
100 d 1 19
1010 d 2 191
1010 d 2 191 2.58 6.6 2.50e17.1 .24 1.4 .25 .4 .84 2.4 .82 1.2 .16 1.3 .96 3.8 .1 370 1.3 .96 3.8 .1 370 1.3 .96 3.8 .1 370 1.3 .96 3.8 .1 370 1.3 .96 3.8 .1 370 1.3 .96 3.8 .1 370 1.3 .96 3.8 .1 370 1.3 .96 3.8 .1 370 1.3 .1 40 148 24 | The state of the

GMail priv 2.47 8.7
Gensch H

Gensch H

Gensch H

Gensch J

Gensch .44 22 Hidde OR Settlind OR Settlind

20 427 79 7878 - 345 - 458 - 90 - 6071 357 22 1942 17 1945 - 118 -

NAME OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE SAME

Continued on Page 17

عكذا من الأرملي

## Making a Reality Of Re-engineering

By Claudia H. Deutsch
New York Times Service

NEW YORK - Without question, this has been the decade in which software moved into the industrial designer's world. In corporate offices across the country, engineers have been booting up programs that let them tinker, in three dimensions, with every permutation and combination of a product's

he the item as lowly as a dinner plate or as complex as a Boeing 777 jet, the goal has always been the same: to save time and money in getting products to market.

It was just a matter of time before engineers would aim their computers at designing and refining the assembly lines on which those products are made.

Apparently, that time has come:

Apparently, that there has come:

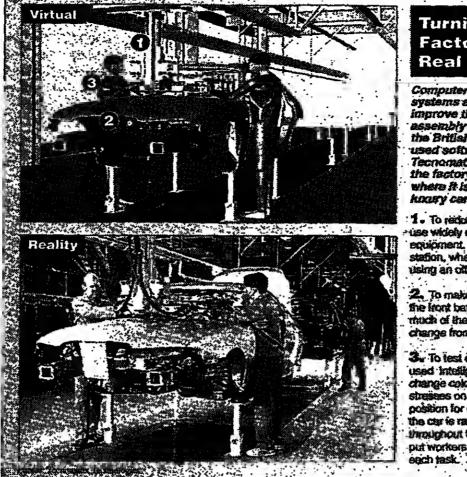
Before it approves a design for a new car or van, Ford Motor Co. checks the plan against computer models of its factory floor. Often, through subtle changes like relocating a few seams or shaving a few millimeters from the length of a fender, Ford can lop weeks off the time it takes to prepare an old plant to make a new car. old plant to make a new car.

 Dow Chemical Co. now uses computers to simulate its methods for making plastics, running what-if scenarios to fine-tune the temperatures, pressures and rates at which it feeds in raw materials.

Dow can now switch production among 15 different grades of plastics in minutes, with almost no wasted material. Before computer modeling, the process took two hours and yielded

lots of useless by-products.
• International Business Machines Corp., the world's largest computer maker and an early convert to factory simulation software, has learned that its assembly lines can

See DESIGN, Page 16



#### Turning Virtual Factories Into Real Ones

Computer-aided design systems are being used to improve the design of assembly lines, Here is how the British automaker Rover used software from
Tecnomatix to design part of
the factory in Oxford, England
where it is building its new
known car, the Rover 75.

1. To recipce costs, Rover dranted to use widely eveilable factory. equipment, it designed this work station, where starroots are installed. using an off-the shelf robot.

2. To make angine assembly as the front bay was left open through much of the assembly process, a change from earlier models.

3. To test ergonomics, the software used intelligent mannequing that change color depending on the isses on the body to find the best position for each worker, One result: the cur is raised and lowered .... throughout the assembly process to put workers in the best position for

### Comcast to Buy MediaOne Group

Cable Consolidation Accelerates

PHILADELPHIA — Comcast Corp. said Monday that it had agreed to acquire MediaOne Group Inc. for \$48.65 billion in stock, the largest deal yet in the consolidating U.S. cable television industry.

The new company would serve 11 million cable customers with a potential market of 18 million homes. The two companies generated a total of more than \$8 billion in revenue last year.

In addition to operating the fourth-largest cable system in the United States, Philadelphia-based Comcast owns a 57 percent stake in the home-shopping cable network QVC Inc. It also owns the National Hockey League's Philadelphia Flyers, the National Basketball Association's Philadelphia 76ers and stakes in the E! and Golf Channel cable oetworks.

MediaOne, based in Englewood, Colorado, is the No. 3 cable provider in the United States after Time Warner Inc. and AT&T Corp. It also has interests in wireless communications businesses outside the United States serving more than 3 million customers. After the deal, the combined company will

trail only Time Warner among U.S. cable companies.

'Cable companies have clearly decided that bigger is better,' said Alan Lyons of ABN-AMRO Holding NV. 'The battle lines for local competition are being drawn as cable companies step in as alternative providers of phone services and internet access."

Under the agreement, MediaOne shareholders will receive 1.1 shares of Comcast stock for each MediaOne shares. That provides a premium of about 30 percent above MediaOne's

closing price Friday of \$60.75 a share.

MediaOne shares finished up \$7.75 at \$68.50, while Corncast shares fell \$6.50 to \$63.625.

Comcast will also absorb more than \$10 billion in debt held by MediaOne. MediaOne shareholders will own 64 percent of

the combined company. The agreement has been approved by the boards of both companies but is subject to the approval of shareholders of both MediaOne and Comcast and of federal and local reg-

ulatory agencies. Ralph Roberts, chairman of Comcast, would be chairman of the combined company, and Brian Roberts, the chief ex-

ecutive of Comcast, would be president.

Charles Lillis, president, chief executive and chairman of MediaOne, is to be vice president of Comcast and a member of the Comcast board of directors, along with three additional

MediaOne designees Part of the motivation for the deal is the growing lure of the Internet, Cable networks can transmit multimedia Internet

content, such as music and video clips, faster than phone Audio and video applications are expected to account for 6 percent of Internet traffic by 2003, three times that of last year, according to Datamonitor PLC, a British market research

"Together, we will be optimally positioned to develop and provide nationally branded broadband services across our principal lines of video, voice and data," Mr. Lillis said.

The agreement would allow MediaOne to accept a better offer, but it would have to pay Comeast \$1.5 billion for (AP, Bloomberg, NYT)

### Court Tells Gucci to Negotiate With LVMH on Takeover Bid

begin negotiations with LVMH Moet Henoessey Louis Vuitton SA of France over LVMH's \$7.9 billion takeover bid, a Dutch court ruled Monday.

The court gave LVMH back its voting owned by Pinault rights on its 34 percent stake in Gucci. They were suspended March 3. It also opheld an percent last week to agreement between the French retailer Pinault-Printemps-Redoute SA and Gucci in which Pinault will take a 40 percent interest in Gucci. But the court suspended any parts of the agreement that would hamper the negotiations between Gucci and LVMH.

agement and supervisory board would have to bid from the French company. enter negotiations with LVMH, meaning that Shares in Gucci rose sharp

AMSTERDAM - Gucci Group NV must bers on Gucci's board, as had been planned. Gucci said earlier Monday that it was seriously considering the \$81-a-share offer from LVMH. The French group's bid, made Sunday, includes shares in Gucci that are

> Gucci expanded its share capital by 40 percent last week to ward off what has become a hostile acquisition attempt by LVMH.

In the case heard Monday in Amsterdam, LVMH was trying to overturn defensive moves made by Gucci this year that made it difficult for LVMH to gain a majority of the company's shares. In January, Gucci issued about 37 million shares to its employees to deter an earlier

Shares in Gucci rose sharply Monday as

investors speculated that LVMH will increase the \$81-a-share offer or that another company will make a counter-bid. The stock rose to 73.45 euros (\$79.30) per share on the Amsterdam Stock Exchange, an increase of 9.6 percent. In New York in late trading, Gucci shares were up \$1.125 at \$82.125.

Both Gucci and LVMH claimed victory in the ruling.

"The court has indicated the suspicion that the deal entered into between Gucci and Pinault was without good intentions," said James Lieber, adviser to the LVMH chairman, Bernard Arnault. "The oegotiations that we will enter into with Gucci regarding our offer are on the basis that our offer can only go through if the Pinault agreement is terminated as a

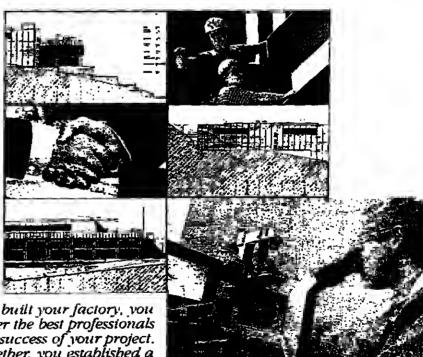
Gueci said it was happy that the court had rejected LVMH's bid to annul Pinault's voting rights and a request to appoint an independent body to oversee the company's affairs.
"The court has left the supervisory and

management board unchanged to manage the affairs in the best interests of all shareholders," Gucci said in a statement.
"With LVMH," said Simon Raggett, retail

analyst at Williams de Broe, "there is some value to add, and they know what to do when things go wroog, whereas Pinault is mainly a mass market retailer. For Pinault, there's the danger of turning yourself into an underperforming conglomerate.

LVMH proposes melding Gucci with its own fashion operations. (AP, Bloomberg, Bridge News, Reuters) breaking the deal.

### Private Banking



When you built your factory, you brought together the best professionals to assure the success of your project. Together, you established a meaningful dialogue. They had to

understand your desires and needs in order to propose, at each stage of construction, the appropriate solutions. Today, you are proud of the results. When it comes to Private Banking, the philosophy of Crédit Lyonnais is no different. Before we can help you fully benefit from our skilled specialists and wide experience, we must first listen to you to better understand your plans for generations to come.

### **PARTNERS**



SWITZERLAND: PLACE BEL-AIR, 1204 GENEVA TEL 41 22/705 62 06 • HEADQUARTERS FOR CREDIT LYONNAIS PRIVATE BANKING INTERNATIONAL

BASLE TEL 41 61/284 22 22 . ZURICH TEL 41 1/217 86 86 . LUGANO TEL 41 91/912 33 33

PARIS TEL 33 1/42 95 03 05 . LINEMBOURG TEL 357/476 831 1 . LONDON TEL 44 171/499 91 46 . MONACO TEL 377/93 15 73 34 MONTEVIDEO TEL 598 2/96 35 14 . MIANI TEL 1 305/375 78 00 . HONG KONG TEL 852/28 26 79 88 . SINGAPORE TEL 65/333 63 31

### The judges also said Gucci's current man-

Thinking Ahead / Commentary

### Japan's Third Great Transformation?

and adapt to them.

As the Gloom Lifts, Hints of Change Toward a Real Market Economy

By Reginald Dale sational Herald Tribune

ASHINGTON — For most of the 1990s, anyone who took a pessimistic view of Japan would have been right, at least in the short run. Hopes of an end to the country's longest postwar recession have consistently been dashed, and the once triumphant Japanese economic model has been widely

Confronted with praccustomed economic stress, many Japanese appeared to have lapsed into paralysis. Some said that, at least until recently, Japan seemed to have been waiting for a

miraculous deliverance, along the lines of the divine wind, or kamikaze, that destroyed the invading ships of the Mongol emperor Koblai Khan seven centuries ago.

If the wait was obviously in vain, that may not be a bad thing. For the challenge facing Japan today is not somehow to preserve itself as a fortress

and adapt to them.

And that, in the view of an increasing number of Japanese and some Americans, is exactly what is finally beginning to happen. The intense competitive pressures of the global age are forcing Japan to initiate radical changes in its traditional

economic, social and even political structures.

According to some prominent Japanese thinkers, the changes now on the way could ultimately be more farreaching than the country's previous two great adjustments to the outside world—first in the mid-19th century and then

after World War II.

Both previous openings were incomplete as social revolutions, writes Hisashi Owada, president of the Japan Institute of International Affairs, in a recent paper for the Trilateral Commission, because each was "a quick fix to graft new ideologies and oew institutions onto the old sociocultural substructure of traditional Japanese society." By contrast, he writes, in the latest, third wave of opening, Japan is undergoing "a major societal transformation" that

will probably take a decade to complete.

The challenge facing Japan today is to embrace the forces of economic globalization

What is at stake, says David Hale of the Zurich financial-services group in Chicago, is whether Japan will finally become a genuinely capitalist country, allowing market forces rather than the traditional triangular establishment of bureaucrats, politicians and business leaders to guide most economic decisions.

He, too, says that Japan is on the verge of structural changes "with no parallel in the 20th century," largely because it has no choice. The massive buildup of problem loans in the banking sector, a crisis of corporate prof-itability, enormous fiscal deficits and buge shortfalls in the pension system will force Japan to move toward a market economy, Mr. Hale told the Beconomic Strategy Institute in Washington last

Those who believe in the "sweep-ing transition" thesis broadly agree oo what it has to involve to be successful: The changes must include major corporate restructuring, as already begun by companies such as Sony Corp. and NEC Corp., and a shift from Japan's

against the powerful forces now swirling around it, in the form of economic globalization, but to embrace those forces

That will require big changes in education and adapt to them. That will require big changes in education, a drive to retrain displaced workers and a stronger social safety net to make higher unemployment more palatable. Corporations will increasingly have to orient themselves toward profits, and political parties toward policies that appeal to voters.

The implication is that Japan will become more open to foreign trade and investment, indeed that it will need to do not invest the parties to the section.

so in order to unleash what a senior U.S. official calls "the natural competitive senses of the Japanese people." That is

good news for Japan's trading partners.

Such ideas are not oew. They have been discussed for years among the Japanese elite. It is understood that they mean Japan must become less unique and more like other successful industrial countries. "We will not be the same. bot we will have to play on the same field," says ooe business executive.

What is new is that, whatever the short-term outlook, the ideas look more likely to be implemented. The wind that is whistling around Japan is not divine. It is the same wind of change that is blowing around the rest of the world.

E-mail address: Thinkahead@iht.com

#### **CURRENCY RATES**

2.384 191,967 2.4556 11.0946 479.95 13.3561 1.628 at 1.4632 118.115 1.5027 6.835 294.62 8.2111 Hew York (b) Closed
1.508 2.4557 1.0304 1.2789 — 0.2213 0.5119 0.1839
1.4648 2.3839 — 1.2411 0.9715 21.4885 0.4947 0.1785 1.0864 0.6677 1.5966 128.00 1.6426 7.4317 221.55 8.9325 1.3696 0.8418 2.0036 160.8622.0754 9.3042 402.77811.159

a: To buy one pound: b: To buy one dollar. "I SDR: Special drawing rights of the IMF. Sources: Bank of Tokyo-Missablatif (Yakyo): Royal Bank of Can Unco (eura): IMF (SDR), Other data team Resilies.

Belg. Prace Fig. Maritim Frem. Preme Germ. Marit Urish Paul Itelian Line Neth. Solid. Port. Escado

Argent, pess 0.5999 Hum, forfall 230.96 N. Zeoland S. Asshrikan S. 1.5911 Indian ration 42.39 Norw. krose Brazilian ratio 1.445 Indian ration 42.39 Norw. krose Children pess 489.35 Isroell, sidel. 489.40 Phil. pess Children pess 489.35 Isroell, sidel. 480.40 Phil. pess Children pess 34.35 Lebes, pessal 1950.0 Resident rabia Egypt, pessal 3.405 Addity, rings 3.405 Addity, rings 3.405 Sendi rysil Norse Kring S. 7.405 Medican pess 9.675 Singapore S. Sungapore S.

**European Cross Rates** 

#### THE AMERICAS

#### Investor's America 108 ON DJFM ō N ď 1999 Prev: % Close Change Exchange Monday Index 9903.55 0.13 The Dow 9890.5t S&P 500 U.S. 1297.01 1299.29. -0.18 S&P 100 F49 55 650.11 U.S. . 0.09 NYSE Composite 610.49 610.68 0.03 u.s. Nasdaq Composite 2395.92 2421.27 1.05 U,S. 711.87 AMEX Composite 717.36 +0.77 U.S. TSE Index 6596.60 6596.82 0.03 Toronto 10527.07 10835.86 -2.85 São Paulo Boyespa 4715.30 ... 4784.33 -1,44 Mexico City Bolsa Buenos Aires Merval 401.85 410,04 -2.00 4017.85 ... +0.10 **IPSA** General 4021.95 Santiago Capital General 3954.93 3971.75 -0.42 Caracas Source: Bloomberg, Reuters

#### Very briefly:

• Bruncor Inc. and three other phone companies agreed to merge in a deal valued at 2.8 hillion Canadian dollars (\$1.85) billion). The deal would create a single rival covering all of eastern Canada to compete with Bel! Canada, the country's largest phone-service provider.

·Banco del Progreso SA, the second-largest bank in Ecuador, closed after massive withdrawals caused a severe

•The United States has pledged to back Jordan's efforts to join the World Trade Organization before the end of the

• Microsoft Corp. signaled to the U.S. Justice Department that it is willing to discuss a possible settlement of a landmark antitrust suit, according to people familiar with the case. Both sides remain far apart on particulars of a settlement, a company executive said.

 Unicom Corp. plans to sell six coal-fired power plants this month so it can focus on electricity distribution and improving its nuclear plants. Bloomberg, AFP, Remers

#### **Weekend Box Office**

LOS ANGELES -- "Forces of Nature" dominated the U.S. box office over the weekend, with a gross of \$13.9

Following are the Top 10 moneymakers, based on Saturday's ticket sales and estimated sales for Sunday.

1. Forces of Nature	DreamWorks	SIJ.9 million
2. Analyze This	Warner Bros.	\$11.9 million
3. True Crime	Warner Bros.	SS.3 million
A. Buby Genluses	TriStor	\$4.5 million
5. Cruel Intentions	Columbia Pictures	\$4.2 million
a. The King and I	Warner Bros.	S4.1 million
7, The Roge: Come 2	United Artists Pictures	\$3.6 million
8. The Corruptor	New Line Cinemo	53 million
9. Shakespeare in Love	Miramay	\$2.8 million
10. The Deep End of the Ocean	Columbia Pictures	\$2.7 mailon

### U. S. STOCK MARKET DIARY Monday, March 22

	MORE	city,	Martin Z					
indexes			Most Activ	V62				High Low Listest C
Dow Janes			NYSE				**	Grains
indus 9902.78 1 franc 1337.44 1 yra 303.91 femp 1039.50 1 Slandard & H	Premous rgb Law Gose	13.04 -67.86 -9.77 -16.16	Amcoine s US Filter Compad Media Ine ATAT	299264 (82968 60419 130626 89355	1304 3046 3046 3046 704 4047 434 71554 17047 5436	118% 129 30% 30% 30% 77% 77% 77% 24% 30% 24% 30% 166% 167	+ 170 + 170 + 170 - 170 - 170 - 170 - 170 + 170 + 170	CORN (CBGT) 5.000 by minhuturi- cehis per bushel Mar 99 2299; 224 2274 Mer 99 2219; 2214 2114 + Jid 99 2239 234 2374 + Jid 99 2434 240 2474 + Dec 99 2434 240 2474 + Mar 00 257 249 2564 + May 00 250 259 2594 5946
Uhlitles 24 Finance 14 SP 500 132	15,26 142,34 142,37 1 2 82   298,92   299,29 12	556,42 708,28 243,99 142,22 297,01 549,55	RitaAid PhiliAdt Licent CB3 DataGn Zycotni		77*** 42*** 102** 30** 12** 77	37% 30% 167 67 166% 167 480% 250% 250% 250% 370% 380% 250% 750% 750% 750%	+14% +15% +14% +14% +2 +29	Est, soles N.A. Firts soles 45,000 Firs open int 1, off 346,008 SoyBEAN MEAL (CBOT) 100 Jones dollars per line: Mar 99 136,00 133,50 136,00 +1
NYSE	Heigh Low Loy	CM.	Nasdad		Nigh	tow Loss	Cirg.	Aury 99 137.50 134.00 137.60 +3 Jul 99 139.80 136.30 139.60 +2 Aug 99 141.20 137.80 141.20 +2 Sep 99 142.30 139.50 141.80 +2 Oct 99 143.00 140.30 143.00 +2
ronse.	612.68 609.56 410.49 764.39 799.52 761.19 600.96 491.69 494.71 642.30 428.14 439.68 551.08 547.48 549.34	074 5475	DeliCptr's FureSys Mucrosti Intel Oracle 0 Indicator's	165857	40 195/m 1743/m 119% 289/m 117/m	370/2 370/2 169% 1894 17217/249 115 11994 2716 2796 98 11694 394 494 4594 6696	-2/4 +12/2 +17/2 -36/6 -11/6	Oct 99 143.00 140.30 143.00 +2 Est, sales N.A. Frits sales 14.000 Frits open int 1. off 120,931
jadustrats () Servis () Tasurance	Migs Law Less 120,87 2395-79 7395-97 171 84 132-27 1355-71 191 140 130-14 1801.10 147 45 1117-17 2170.80 187 48 137 84 1301.95 1942 26 773-15 722-72	CHA. 75.35 13.42 10.48 8.28 10.21 12.45	Final His n Cerns as McI wind Moved Henri As s Osco s Alfforne Scom EncTel 2	109854 100938 96636 92460 89907 82897	439 6879 91874 2877 3777 105 15669 2439 2774	394 494 454 664 88 694 284 304 130 1404 130 1404 234 224 234 224 234 224	+3155 + 356 + 176	SOYBEAN OIL (CBOT) 64,800 05 cerds per lb Mar 99 19.00 18.90 19.00 +0 May 99 19.32 18.98 19.22 +8 Jul 99 19.35 19.22 19.50 +0 Jul 99 19.35 19.23 19.50 +0 Gct 99 20.00 19.78 20.00 +0 Est. soles NA. First selen 18.000 First open Int. 1, off 18.6,277
AMEX	High Law Last	Clay.	AMEX					SOYBEANS (CBOT)  5,000 bu miniform- cents per bushel
Daw Janes I	717 27 711 67 717.36 Bound Cone	-5.49 Chg.		43359 25940 24981 17134 16765 14783	103's 54'a	Law Loss 1297a,1297a 604 7 101 1014 1644 18 527 5334a 764 3044	+ 32 + 54 - 134 + 115	Mar 99 490 483 490 + May 99 4904 487 4964; + Jul 99 506 496 5054 + Aug 99 50815 4994 5084 + Sep 99 51015 5104; +
20 Bonds 10 Utiblies -ù industrials	104.25 102.63 105.87	0.13 -0.13 -0.15	Creditava n WEB Jan Llonsof on Grey Wolf	9863 9863 9178 9955	87. 1111. 32. 124	700 700 1130 1130 100 100 100 100	- 4 Ta	Est sales N.A. Fits sales 25,000 Fits open inft, off 165,875 WNEAT (CBOT)
Trading Ac	<del></del>							5,000 bu spinimum- cents per bushel Mar 99 266 267 267 May 99 2774 2731/2 2754
Trading Ac	*****		N					May 99 2774; 2731; 2754; Jul 99 2874; 284 285 Sep 99 297 2944; 2954; .
NYSE	Close	Prev.	Nasdag			Noon 1460	ISAA	Est. sales N.A. Fit's sales 20,000 Fit's open but 1, off 114,948
AB spriced Undergroup I I had sprices New Highs Now Libes	1229 1750 560 2515 34 95	1185 1679 566 3587 58 99	Lavanced Desimed Unicipated Total issues Nem Highs Nom Lains			1469 2030 1748 4841 30 60	1564 2727 1271 5158 74 109	Livestock CATTLE (CMER) 40,000 fbs. conth per fb. Apr 99 67.50 66.30 67.00 +0
AMEX	Close	Prev	Market Sal	es		Tuday	Pres.	Jum 99 64.60 63.37 64.07 +0 Aug 99 63.07 62.07 62.65 +0 Oct 99 65.00 64.07 64.37 +0
- districted Decision Uniferrated Total (1964) Vera Hugas	750 544 147 721 148	742 325 137 752	NYSE Amex Nosdaq		65 3	4:90 6:19 1, 10:42	083.96 46.50 054.88	Dec 99 64.85 65.97 64.35 +0 Feb 00 68.10 67.60 67.60 +0 Est. soles N.A. Fits soles 11,527 Fits open int 116.742, oil 601
MAR LTAS	15	15	in millions.					FEEDER CATTLE (CMER) 50,000 lbs cents per lb.
Dividends Company	Per Amil Re	c Pay	Company		Pe	r Ant Re	c Pay	Mar 99 71.80 71.55 71.70 -0 Anr 99 71.95 70.85 71.43 +0
CSX Corp ADR Diageo PLC AC Digmones Tr I Zweig Fung	IRREGULAR  b 05 3-30  5 5-614 3-2 11% 3-23 50 4-9	5.7 4·12 4-26	Alliance Brop Alphomo Inc. Basic Ind SPE Brandywine T CB Bancshare	)P.	99 199	.14 3-31 .045 4-9 .0745 3-23 .39 3-30 .06 3-31	4-30 4-15	May 99 71,57 70,45 71,45 +0 Aug 99 74,16 71,35 72,15 +0 Sep 99 74,15 71,35 72,75 +0 Oct 99 74,25 73,45 74,25 +0 Est. soles N.A. Frits soles 2,836 Frts open in 17,230, on 35
Spirit Silver Inc.	STOCK SPLIT Z spid.		CAAP Group in Dillards Inc Financial SPC Fall Fed Sious F1. Thomas Fi Hallwood Pth Hallwood Pth	JR incl inA, inC,	00 i0000	225 4.9 .04 2.31 .0693 3.23 .12 3.29 .0625 4.1 .13 3.31 .25 3.31 .14 4.7	4-30 4-9 4-13 5-14 5-14	HOGS-Lean (CMER) 40,000 lbs. cents per lb. Apr 99 44.55 40,00 44.45 +1 Jun 99 59,20 54.90 54.07 +0 Jul 99 67,10 55.80 57,02 +0 Jul 99 37.40 54,10 57.02 +0
Aon Corp Hgr≎en Bhcp CN Pharms	G 31 5-4 G 16 4-2 G .67 4-12	5-17 4-16 4-78	Leeds Fed Br Mantgomery ! Oakhili Find	nk Find	000	.035 3.31 .09 3.26	4.15	Oct 99 55.45 53.80 55.37 +1 Est, sales N.A. Frits sales 11, 196 Frits open ini 43,892, uti 40,548
Painfinder Bno	B CI G6 3-31 INITIAL	4-15	Pachaider Ful Pacific Bonk Peerless Mig SNB Binkshrs Schulb Sand	Inc	<b>KOOO</b> D	.08 4-1 .125 5-14 .06 3-19	4·16 5-29 3-31	PORK BELLIES (CMER) 40,000 lbs. cents per 10. Mar 99 54.25 57.00 54.25 +2 May 99 54.45 51,45 54.45 +3
(oreco Ins NESO Cop Gui Lincoln Baco	_ 06 3.30	2-14 2-31 4-15	Schultz SavO Seligman Inco Sussex Enco Travelers Con	D,	Mod	.09 5-29 .11 3-18 .03 4-2 .0937 3-23 .1891 3-23 .0215 3-26	4-26 4-26 4-30	Jul 99 55.60 52.55 55.60 +3 Est sales N.A. Fit's sales 1, 177 Fit's open Int 4.710, up 130
ecomil Indep		4-15	Utilities Set Si Worthin Foods a-annyal: 6	5	ā ximal			COFFEE C (CMER)
* # d	REGULAR		share/AUR;	g-Daya!	ble io	Cunadian	funds:	May 99 103.50 100.60 100.70 -1 Jul 99 105.00 102.50 102.50 -1

#### U.S. Stock Tables Explained

Sales figures are unothicial. Yearly highs and lows reflect the previous 52 weeks plus the rurrent week, but not the latest trading day. Where a split or stock dividend amounting to 25 percent or more has been paid, the years high-low range and dividend are shown for the new stocks only. Unless atherwise noted, rates of dividends are annual disbursements based on

included also extra (st. b. annual rate of dividend plus stock dividend, c. liquidating arrivagen, c. PE exceeds 99.00 called, d. new yearly low, dd. loss in the last 12 months, e. dividend declared or pold in preceding 12 months, f. annual rate, increased on loss declaration, 9. dividend in Fanadian funds, subject to 15% non-residence fax, f. dividend declaration, 9. dividend in Fanadian funds, subject to 15% non-residence fax, f. dividend declaration of loss of dividend declared offer spid-up ar slock dividend, f. dividend declared or pold fits, year, on occumulative issue with dividends in arrais. In annual rate, reduced on lost declaration, n. n.e.v. scale in the post 52 weeks. The high low range begins with the start of trading, nd. next day delivery, p. unlial dividend, annual rate unknown. P/E : price-earnings ratio, q. closed: end mulual fund, r. dividend declared or paid in preceding 12 months, plus slock dividends is stock in preceding 12 months, astimated cash value on ex-dividend or ex-distribution date, unew years high, v. trading hatted, vi in bank rate for receivership or being reorganized under the Bankrupicy Act, or securities assumed by such companies, will when distributed will rate is such as the sales in fatt.

### Talks on Oil Raise Dollar Against Yen

Compiled by Our Staff From Dispatche NEW YORK - The dollar rose against the yen Monday as traders said moves to cut global oil production, in an effort to raise prices, could stifle an economic recovery in

"Any time oil prices rise, it's bad for the yen, because Japan is a buge importer and has no reserves to ak of," said John Cholakis, a Dai-Ichi Kangyo Bank trader who said he was buying dollars against

#### FOREIGN EXCHANGE

the yen and the euro. "If you are short dollars, it's a good time to buy them back.

to 118.115 yen from 117.155 yen on

"There's a long-term historical relationship showing high oil prices can be negative for the yen." said Claudio Piron of Standard Chartered in London. The dollar rose against the euro

amid mixed signals over whether the European Union will reach an orate. Everybody wants a solution. agreement on budget reform at a nmit meeting this week in Ber-

Dealers said the euro continued to be weighed down by anemic economic growth and declining prices.
The euro fell to \$1.0913 from \$1.0935, while the pound was unchanged at \$1.628.

The dollar fell to 1.4632 Swiss francs from 1.4673 francs. (Bloomberg, Bridge News)

Monday, March 22

COFFEE C (CALER)
27,500 bts.- corts per its.
May 97 102.50 102.50 102.50 102.50
Jul 97 102.50 102.50 102.50
Sep 99 105.73 104.00 104.05
Dec 00 107.25 105.70 105.70
Max 00 109.00 107.50 107.50

Est. sales N.A. Fits sales 8,228 Fits open ini 48,024, up 1,243

SUGARWORLD 11 (MCSE) 112,000 lbs.- conts per lb. May 99 5.41 5.43 5 Jul 99 5.43 5.26 5 Oct 99 5.91 5.48 5 Mar 00 6.35 6.25 6

HOGS-Lent (CMER)
40,000 lbs. cents per lb.
Apr 99 44.55 40.00 44.45 +1.45
Jun 99 520 5490 54.07 +0.97
Jul 99 57.00 55.40 57.02 +1.07
Aug 99 73.40 54.10 57.32 +0.95
Qcj 99 55.45 53.80 55.37 +1.25

40,000 fbs. cents per fb. Nur 99 54,25 52,00 54,25 +2,95 72 Nur 99 54,25 57,45 54,45 +3,00 3,010 Jul 99 55,60 52,55 55,60 +2,00 1,235

+0.35 42.467 +0.20 40.249 +0.18 14.983 +0.10 14.627 +0.25 4.399 +0.10 1.434

75° cents per là 19.00 10.90 19.00 +0.13 19.32 18.98 19.21 +0.11 19.52 19.22 19.50 +0.14 19.75 19.43 19.70 +0.12 19.88 19.60 19.78 +0.08 20.00 19.78 20.00 +0.19

um- cenis per bushel 224 228% +3 1,642 2717, 211% +7% 12,640 2714 2374 +7 105,640 240 243% +1% 24,230 240 243% +1% 71,971 249 256% +1% 10,413

NEW YORK - Stocks fell Monday as Deli led

computer and semiconductor makers lower after an analyst cut his sales estimate for the company. \*Computer companies were coming ont with some really negative earnings news," said Steve

Grant, a money manager with Value Line Asset Management. The Dow Jones industrial average closed 13.04 points lower, at 9,890.51, and the broader Standard & Poor's 500 index slipped 2.28 points,

to 1,297.01. The Nasdaq composite index fell 25.35 points, to 2,395.92. Three stocks fell for every two that rose on the

New York Stock Exchange Many computer-related shares "are under a said Vincent Farrell, chief investment officer at ness Machines, which set off a rout in the stock

stocks will recover," particularly because in creased merger activity in cable companies will help the industry

Dell, the world's biggest direct seller of personal computers, fell 2 3/8 to 37 7/8 and was the most actively traded stock after a Donaldson

#### U.S. STOCKS

Lufkin & Jenrette Securities Corp. analyst, Kevin McCarthy, ent his estimates for its earnings and revenue. Its rival, Compaq Computer, also fell, declining 9/16 to 30 3/16.

The report on Dell followed analysts' warncloud" from concerns about revenue shortfalls, ings about slowing sales at International Busi-

Technology Outlook Drags Down Wall Street

Spears Benzak Salomon & Farrell.

But Mr. Farrell said he was "assuming the tech above 10,000 for the first time. America Online rose 10 11/16 to 129 5/16 after the ING Baring Furman Selz analysts Frederick Moran and David Levy predicted that the company will have 20 million subscribers by mid-1999, allowing it to dominate Internet service

Other Internet shares rose. Excite gained 17 to 138 7/8, Yahoo! rose 2 5/16 to 172 5/16 and

Novell rose 1 1/16 to 27 1/4.

Meanwhile, U.S. bonds fell for a second session amid expectations investors will snap up a record . \$7 billion debt sale by AT&T Corp. set for Tuesday, sapping demand for Treasury securities.

The yield oo the benchmark 30-year Treasury bond rose to 5.57 percent from 5.54 percent, with the price falling 12/32 to 95 12/32.

### OPEC: Saudis Lead Way as Cartel Prepares to Slash Output and End Price Slide

#### Continued from Page 1

In 4 P.M. trading, the dollar rose countries and oil companies," said Robert Mabro, director of the Intriday. stitute for Energy Studies at Oxford University in England, "Hard-curtinational oil companies have cut cut their production by a combined costs to the bone, laid off thousands 350,000 barrels daily. of people and seen their profits evap-

> Underlying the seriousness of the similar collapse in prices led pro-action, Saudi Arabia, the world's ducers to drastic and coordinated largest oil producer and most im- production cuts. portant OPEC member, has agreed to take the biggest cut, eliminating half a million barrels of oil a day starting in April.

"As far as we are concerned, it's a done deal," said a senior Saudi of-

ficial in Riyadh, who asked not to be identified.

INTERNATIONAL FUTURES

High Low

Jun 99 1.0967 1.0903 1.0964 Sup 99 1.1023-Dec 99 1.1083-Fish sales N.A. Frits Sales 7.723 Frits open in 32,815, up 3,054

BRITISH POUNG (CMER) 62,500 pounds, 5 per pound him 50 1 4788 1 4240 1 43

CANADIAN DOLLAR (CMER)

GERMAN MARK (CMER) 125,000 morts, \$ per morts Jun 99 5608 5570 566 Sep 99 560 Dec 99 56

JAPANESE YEN (CMER)
12.5 million yen, \$ per 100 yen
Jun 79 Ja47 JES36 JE64 JE671 4.0064
Sep 99 JE68 JE64 JE671 4.0064
Dec 99 JE779 4.0064
Ett. solos N.A. Frits soles 11,356
Frits open int 72.432 att 292

2-MONTH EURIDOR LUFFE; euro I million - ph of 100 pc/ Apr 97 97 100 pc/ 100 pc/ Apr 97 97 100 pc/ 1705 - 0.000 120 pc/ 1705 - 0.000 pc/ 1705 - 0.000 120 pc/

2-MADNTH EURIBOR (MATTF)
euro 1 million - gits ei 100 pc;
Jun 99 97,14 97,10 97,10 — c.an
Sep 99 97,14 97,12 97,13 — 0.ni
Dec 99 94,90 94,87 94,89 — 0.02
Mer 00 97,04 97,02 97,03 — 0.ni
Jun 00 96,76 96,73 96,94 — 0.ni
Est aclier, 12,137

Open REL 10LV92 UP 1-302

2-MONTN EURO LIBOR (LIFFE)

sure 1 million: - pts of 100 pcd

Sep 99 97.125 97.115 97.120 --0.018

Dec 99 98.398 98.397 98.090 --0.020

Mor 00 97.030 97.030 97.030 --0.020

Jun 00 98.496 98.496 --0.025

Sep 00 98.845 98.845 --0.020

Mor 01 N.T. N.T. 98.396 --0.020

Jun 01 N.T. N.T. 98.396 --0.020

Jun 01 N.T. N.T. 98.496 --0.020

Dec 01 N.T. N.T. 98.496 --0.020

Dec 01 N.T. N.T. 98.490 --0.030

Dec 01 N.T. N.T. 98.490 --0.035

Est. sedies: 220. Prevs. sedies: 77

2-MONTH SWISS FRANC (LIFFE)
5F7 million: pits of 100 pcf
Jun 99 96 610 96,570 98,550 -0.015 94,152
5mp 99 98,370 98,490 98,490 -0.020 47,896
Dec 99 98,190 98,170 98,170—0.020 17,604

Tel.: + 44 171 510 5725 / Pas: + 44 171 987 3462

Emirates, Qatar and Indonesia are joining in with cuts that total about 1.5 million barrels a day. Norway rency revenues are shrinking dan-gerously in places like Nigeria, and allies of the United States that Venezuela, Russia, Mexico. Mulare not members of OPEC, intend to

> This is a remarkable show of solidarity, unseen since 1986, when a

[The official Itar-Tass press agency reported Monday that Russia would join the action, cutting its oil exports by 100,000 barrels a day, discipline will hold, the big determine Presse reported terrent to cheating is Saudi Arabia's from Moscow.

While still frowning on any conntified certed action to control prices of barrel.
We are informing customers such a vital commodity, the United In t

of thousands of jobs.

"We feel that lower oil prices are good for consumers, but we recognize they can have a negative impact domestically and on some of our friends like Venezuela and Mexico," Energy Secretary Bill Richardson said Friday in Washington. "So far, OPEC's response has been re-

sponsible and restrained." undisputed master and America's Saudi Arabia for the first time has staunch Gulf ally, that holds the fate offered to lower it to 7.5 million

of the accord in its bands. Though it will take some months unique ability to flood the market and bring prices down as low as \$5 a

In the long run, this would put attach to higher revenues now.

right now that deliveries will be States appears not to object to many producers out of husiness in cut."

Imp. Known Venezuela Alexander of the continuous stronger oil prices. Its oil industry the United States, the Caspian Sea, Iran, Kuwait, Venezuela, Algeria, also has been deeply hurt by the Libya, Indonesia, the United Arab price collapse, resulting in the loss shared by Norway and Britain, Emirates. Oarar and Indonesia are \$5 to \$10 a barrel.

Bnt Saudi Arabia has a compelling need for higher revenue. Piling one budget deficit on another in the past decade, it has accumulated debt of \$130 billion, the equivalent of its entire annual economic output.

As a result, after tenaciously clinging to a level of production set since 1990 at 8 million barrels a day, Saudi Arabia for the first time has

barrels a day. The 8 million level was practically untouchable - it had become an icon hobbling policy," said Amy Myers Jaffe, a senior oil analyst at the Baker Institute at Rice University in Houston. "The willingness to abandon it shows the urgency they

### DESIGN: Manufacturers Use Computer Modeling Software to Make a Reality of Re-engineering

#### Continued from Page 15

accommodate diverse products of similar size, as long as it tweaks its conveyor belts to deliver different parts and products to different work areas. One early result: With almost no retonling, IBM expanded a plant in Charlotte, North Carolina, that had made only banking systems to include voice messaging systems, bar code readers and devices to program

'No one wants to build a new assembly line, if they can reuse the one they have," said Frank Lerchenmuller, an IBM vice president for engineering technology solutions.

But until the advent of software that could simulate assembly lines and the movements of the people who run them, no one really knew a good way to gauge what they could salvage from an older factory.

Now, thanks to software from companies like Tecnomatix

Aspen Technology of the United States, it is as feasible to routine. design or remodel an entire plant as it is to reconfigure a car.

Fist sales N.A. Fits sales 7,499 Fits open int 79,27% up 1,969

Financial

16 YR TREASURY (CBOT) \$100,000 prin- pris & 72mds of 700 pct Marr 99 115-14 115-06 115-12 unch. \$238 Jum 99 115-26 114-27 114-31 - 06 479.550 \$69 99 114-21 114-14 114-15 - 06 478.50

LONG CILT (LIFFE) ESCROO- pis & 22mds of 100 pct Morr 99 116 MO 116 J4 116 30 -0.15 5.972 Jun 99 117.43 116.40 117.38 -0.17 75.074

18-YEAR FRENCH GOY. SONDS (MATIF) 840100,000 - pts of 100 pcf Jun 99 95.34 94.78 95.11 -- 0.39 79.120

US T BILLS (CAMER) SI million- pts of 100 pct. Jun 99 95.62 95.62 95.62

S YR TREASURY (CBOT)

Est. sales N.A. Firts sales 89,073 Firts open int 494,003, up 11,787

US TREASURY BONDS (CBOT) 03 pci-\$100,000-pts & 22nds of 100 Mar 99 | 121-12 | 120-14 | 127-24 Jun 99 | 121-12 | 120-24 | 120-25 Sep 99 | 120-25 | 120-15 | 120-15 Dec 99 | 119-31

Est. sales N.A. Frits sales 325,812 Frits open ini 657,512, up 7,714

Est, sales: 27.7e3 Open int.: 79,130 up 4432

LIBOR 1-MONTH (CMER)
SI million-ph of 700 pct.
Apr 90 95.05 95.04 95.04
May 99 95.03 95.03 95.02
Jun 99 95.01 95.01 95.01

Est, spies N.A. Fitt; spies 2,145 Fits open int 26,646, off 2,457 EURODOLLARS (CMER)

A-pis of 100 pc.
94.99 94.90
94.95 94.91 94.96
94.95 94.91 94.96
94.82 94.80 94.81
94.84 94.25 94.81
94.84 94.25 94.81
94.84 94.25 94.81
94.84 94.25 94.25
94.87 94.26 94.25
94.87 94.26 94.27
94.87 94.26 94.26
94.37 94.27

unch. 31,760 unch. 5,956 407 461,324 407 461,324 407 452,775 408 275,075 408 171,977 408 14,425 404 124,679 408 95,786

SILVER (NGMUO

automobiles and aluminum smelting are manipulating virtual pictures of their plants and processes to see whether moving a clamp or adding a new ingredient will make existing equip-ment more productive, or will enable the same assembly line

to skip freely from product to product. Some are even testing a new virtual reality program that enables engineers wearing special goggles to detect problems by 'walking through and around' a three-dimensional model of their factory designs.

The entire relationship between product design and production engineering is being turned oo its ear. No longer is it enough for designers to create products that can be made and maintained efficiently. Increasingly, management is asking them whether the products can be manufactured with a minimum of retooling or work stoppages — and if not, Now, thanks to software from companies like Technologies Inc. of Israel, Dassault Systemes of France and order to wring time and money from the manufacturing

"This software is letting manufacturing influence design,

High Low Latest Chge Opini

Dec 99 61.60 60.53 61.49 +1.49 10.090 Mary 00 62.40 61.50 62.40 +1.30 2,446 Ed. seles, 7.800 Frts, soles 2,117 Frts open Int 99.372, up 87

Aug 99 42.50 40.50 42.50 +1.55 Sep 99 43.30 41.50 43.20 +1.00 Oct 99 43.20 42.50 43.20 +1.30

NATURAL GAS (NMER)

UNLEADED GASOLINE (HMER)

Est. sales: 20,000 . Prev. sales Prev. open Int.: 148,306 up 2,404

BRENT OIL (IPE) U.S. dollars per ban

FTSE 100 (LIFFE)

CAC 49 (MATIF)
euro 10 per Index point
Mar 99 4230,0 4177,0 4202,6
Apr 99 4294,5 4187,0 4204,6
Jun 99 4194,5 4143,0 4164,0
Sep 99 4204,0 4181,0 4185,5

Commodity Indexes

THE WORLD'S DAILY NEWSPAPER

Est. soles: 102,326 Open Int.: 202,097 Unch.

Production engineers in industries as diverse as chemicals, not just the other way around," said Steven Weiner, a Ford manager of computer-aided analytical engineering. No one suggests that factory simulation software is a cure-

all. The programs can cost as much as \$50,000 per engineer, when the cost of dedicated hardware is counted. Then there is the tinkering that workers often do to make a setup more efficient or comfortable — rarely entering such schematic changes into the data base. Such variables can make computer models of a shop floor more approximate than

"A production line can look fine in a model, yet a robotic band might still have to riggle a component to get it to align with another piece," said Emory Zimmers, director of Lehigh University's computer-integrated manufacturing laboratory. Nevertheless, the market for simulation software is growing.

Bernard Charles, president of Dassault, figures companies spent \$300 million globally for software that simulates man-ufacturing facilities last year. That's nothing compared with the \$4 billion he says industry spent on product design software,

but "there's a growing understanding that computer simulations can replace physical mock-ups of plants the same way they've replaced mock-ups of products," Mr. Charles said.

Robert Brown, president of Dassault's Deneb Robotics subsidiary in Troy, Michigan, said sales at the unit were growing 25 percent per year. (He would not give current figures, but Deneh had annual sales of \$22 million when Dassault bought it in 1997.) Tecnomatix of Israel, founded in 1983, mnddled aloog with sales of maybe \$35 million a year until a couple of years ago. Last year, reveoue topped \$60 million.

42,000 gol, cents per gol Apr 99 42,59 40,29 42,45 +1,24 30,402 May 99 42,10 40,00 42,00 +1,25 31,314 Jun 99 42,50 40,60 42,50 +1,55 16,196 Jul 99 42,50 40,60 42,50 +1,55 16,196 Real-life examples of the efficiency of modeling are mounting. Ford says that one of its plants now uses the same assembly line to make compact and midsize models. (Ford refuses to specify which cars or where, citing competitive concerns.)

Computer simulations of the tread-etching process has enabled tiremakers like Goodyear Tire & Rubber Co. to switch production from one type of tire to another in about an hour — a process that previously took an entire work shift. And simulations have shown cookie companies like RJR Nabisco Inc. how to use the same packaging machines to make 5-pound (2.4-kilogram) bags for discount stores, 1-pound bags for regular grocery stores and six-cookie packs for vending machines.

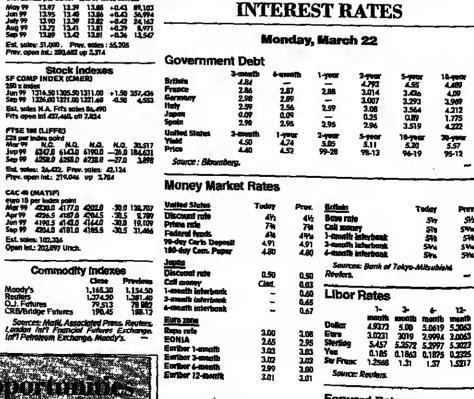
Various forces are driving the trend toward computer modeling. For one thing, computer technology has finally caught up with manufacturing pipe dreams. "Only recently bave computers been powerful enough to quickly simulate what bappens if you change something in a chemical reactor," said David Waite, manufacturing manager for information technology at Dow.

Economic and marketplace forces are at work too. Companies that spent much of the 1990s paring ancillary product lines and work forces are now trimming capital investment, lest shareholders think they have lost their cost-cutting touch.

"The financial community is unforgiving if you build a billion-dollar plant and need another \$200 million to change it three years later," said Daniel Miklovic, a manufacturing specialist at Gartner Group, a Connecticut research firm.

Consumers, meanwhile, have grown increasingly picky and expect to be able to choose among colors, sizes and shapes for almost any product. That means that manufacturers must mix and match parts as the orders come in. That, in turn, means having tools that can respond to electronic commands to switch paint wells, move clamps or change packaging and labels.

#### INTEREST RATES



Gold Fixings 284.50 284.30 U.S. dollars per ounce. Source: Reulers.

Forward Rates 39-day 40-day 1.6264 1.6250 1.5159 1.5160 1.0987 Pound Sterling Concilion delicer Euro Japanese von +0.70

ه كذا من الأصل

THE STATE OF THE PROPERTY OF T

ARTIGUES AND ARTICULAR SECURITARIA SECURITARIA

ACC State AMPS Con AM

SARAGASE - - ALES

Alleman of Alleman of

Div Yid PE 100sHigh LowLatesi Cirge

NACDAG	

Grant Andrews of the state of t

也是不能去的女子是这种女子是一种女子,我们是一个女子女子的女子,他们是一个女子,我们是一个女子,我们是一个女子,我们是一个女子,我们就是一个女子的一个女子,我们

经营业,经济上的企业,在各种的是"公司和专业的是是在各种的人的",也是这个是这个的人的,这种的人的是一种,我们也是一种的人,是是这种的人的,这种是这种的人,也是是一种的人的人的人,也是一个一个人,也是一个人的人,也是一个人,也是一个人,也是一个人,也是一个人,也是一个人,也是一个

Monday's 4 P.M. The 1,000 most traded National Market securities in terms of dallar value, upidated furice a year.	:	_
The Associated Press.		

DIV YM PE 105 High

130 44 20 15

ANTERNATION OF THE PROPERTY OF

Cell Irol is CellCar s CellCar s CellCar s CellCar s CellCar C

NYSE

Monday's 4 P.M. Close

ACTION TO THE CANTER OF THE CONTROL OF THE CANTER OF THE 以为法司是一部的主义的是不是是有关的,是是一个,我们是一个,我们就是一个,我们就是一个,我们就是一个的一个,我们也是一个的一个,我们也是一个 而不中,我是有是他的对外的人,可以是一直是对外的对象的是是一个一直是有情况,是是是是一种的,是一种的人,是一种是是一种的人,也可以是一种的人,也可以是一种的人, P44

TOWN TO SHAPE TO SHAP **は日本語の口の音楽を見るができる者もいちいの書きながらの音楽をなるのができるとのなってあるしませない** 

Gobbind
Gobbin 報的報 我說 17 Month High Low Stock Div Ytd PE 100s High LowLatest Cirgo

12 Month High Low Stock

nede the trous place the case have been able to be the case of the 

おはないのからはった。 はないはながのののないからはなかない

High

作品のなからは San たいのなられ

Side in the state of the state 500 2 100 to 100 2

쏊걜

新たけは最大なから 40mmでは はなからはなるながら あれるからに あっから でもからかる なんし

Franklisteriete en fatte betatet bester en betatet bester 不用我们是我们最多不是我们是不是我们的是我们的是是不知道是我们的是我们的"我们的我们的我们的我们的我们的是我们的"我们","我们是我们的是我们的是我们的是我们的

**AMEX** 

Cirgo

海の大学者 ・・・ 一年日 ・ 大年本本の大大八年七年 ころないのかなるような これなり

Inc. Steller interdispose interdispose interdispose interdispose interdespose inter

PS BusPu PousoC Pauding Publist Provision Provision Provision Procesos GC Optics Ribone s Ribone s Radell Ruberts Pa School of

Take San

Sales High

44.670 mm 12.124 mm 12.124

High Low Stock

120 7001 5 Tente Company of the Property of th

iden ingenaturan dan samperaturan dan bersalan dan bersal

ranas. · asaananaaninganganaanaanaanaanaanaa. 

BEREN - CHARLES OF A SERVER SE から である

P. Com
R. Consolidation
R. Consolidation Remark Bergerer in the construction of the con TO SE AND THE PROPERTY OF THE 113

ととうずまときるもちままままま Monday's 4 P.M. Close The 150 most traded stocks of the day, up to the closing on Wolf Street.

B的是在我们的人的是是我的有的的,我们是一个是是我们的人,我们是我们的人的,我们也是是我们的人的,我们也是这种人的,我们是我们的人们是我们的人们,我们们们们们们 CVB First CVF Tca Cumbler of Combler of Comblet on Colored of Companies Colored of Color 通 作者等者等見 時者者其

ATTACAMENT DESCRIPTION OF THE STATE OF THE S 

Low Lates Chape Home/Dir Homen Hosses 3 However Homes Hom Div Yid PE 1005 High LowLatest Cirgo 12 Month High Low Stock

22th 77th VisionCity
16th 11st Vision 10
27th 11st Vision 11
27th 3647 18Vm 37 Vm 27 Vm 1644 444 5244 27Vm 4247 1914 2717 1914 2547 641 4847 3 3846 2844 74 594 1444 844

Y-Z(% YPF Soc. 88 2 V 14 7900 21% 30% 30% -1/6
% YPF Soc. 88 2 V 14 7900 21% 30% 30% -1/6
% YPF Soc. 88 2 V 14 7900 21% 30% 30% -1/6
% YPF Soc. 128 600 25 87 27% 22% 22% 22% 10% 10%
% YPF Soc. 128 600 25 87 27% 22% 22% 10% 10%
% YPF Soc. 128 600 25 87 27% 27% 10%
% YPF Soc. 128 600 25 80% 30% 30% 30% 30%
% YPF Soc. 16 1007 30% 30% 30% 30% 10%
% YPF Soc. 16 1007 30% 30% 30% 30% 10%
% YPF Soc. 16 1007 30% 30% 30% 30% 10%
% YPF Soc. 16 1007 30% 30% 30% 30% 10%
% YPF Soc. 16 1007 30%
% YPF Soc. 16 1007

2.007

Cargo - Charles - Char

Selfcome Science Scien 日かられるのでは、100mmのでは、1

STATE TO STATE OF THE PARTY OF 43 32 44 5 F 14 SPECE STREET, SE

日本 ( ) 日本の | 日本日本の | 

Div Yid PE 1905 High LowLatest Cirgo

### After Huge New Mall, A Fork in the Road?

### **Britain Ponders Impact of Big Centers**

By Tom Buerkle International Herald Tribuni

DARTFORD, England doned chalk quarry in the Kent trains from central London. countryside southeast of London.

But the distinctive mall, with its triangular shape and a silver roof

But the public transportation is studded with cone-shaped air aimed more at mall workers than at sizable and lasting impression on the British landscape.

With 320 shops, 36 restaurants and a 12-screen cinema spread over 1.7 million square feet (158,000 square meters) of space, Bluewater combines the retailing diversity of London's West End, developers say, with the convenience and comfort of a climate-controlled, edge-of-town mall. Bluewater is expected to attract 30 million shoppers a year and generate sales of £655 million (\$1.06 billion).

"It's going to be very successful because this is the kind of shopping people in this country like," said Richard Hyman, chairman of the retailing consultancy Verdict.

But Bluewater is also likely to be the last of its kind. The Labour government of Prime Minister Tony Blair has promised to steer development back into city centers to regenerate rundown urban areas and discourage the growth of sotomobile traffic.

Planning Minister Richard Caborn said recently that there would be no more suburban megamalls because that type of development was "damaging to the economic prospects of our town centers."

Such development, he said, "exaccess to a car" and "makes us all more dependent upon the car and increases the overall amount of car

Sensitive to the changing political climate here, Lend Lease Corp., the Australian development com-

vironmental credentials. The company has provided subsidies to ensure that as many as 80 buses an hourget to the mall from local towns Nestled inside the chiffs of an aban- and has established a shuttle to meet

"It's radically changed publicthe Binewater shopping center transport patterns in the area," said gives only a hint of its vast expanse Rob Scott, the deputy director of planning and development in Dart-

ducts, appears destined to leave a shoppers, whose preference for the car has been catered to in style. Bluewater has a 13,000-space The mall, which opened last week, is the largest in Europe and represents the high point of a two-decade binge of commercial development that has brought American-style sprawi to the suburbs of Erimin highways — including the Dart-ford crossing of the Thames on London's M25 ring road, where five-mile-long (eight-kilometerlong) backups are frequent - ap-

pears bound to worsen.

"The only thing I'm worried about is whether they've got their traffic forecasts correct," said Michael Pead, head of the local Chamber of Commerce. "I'm just hoping that they have."

Traffic concerns aside, Bluewater has been welcomed with rel-stively open arms in Dartford. The mall is creating 6,700 jobs, and its stable of brand-name shops such as Gap, Austin Reed and Habitat do not compete directly with local

What's more, the mall is just the first installment of more than £2 billion of development that will transform Dartford and nearby towns in the so-called Thames gateway area 15 miles southeast of London. There will be a major hospital, a science center, a passenger terminal for the planned highspeed rail link to the Channel Tunoel and eventually as many as

next to Bluewater. Lend Lease has spent three and a haif years and £350 million to build the mall, and retailers have spent cludes all those who do not have nearly as much to fit out their shops. It appears to be money well spent, if only because the government's ban on oew malls should limit competition.

"We've got a captive market," said Stewart Hornery, chairman of Lend Lease. "That allows you to pany that built and manages Bluebe pretty confident about what opens in 2007, water, has sought to buttress its en-

10.00 10.00

17.34 33.00 \$.07 18.60 19.95 8.90 8.90 8.90 9.60 9.60 9.60 17.30 12.50 12.50 12.50 12.50 12.50 12.55 12.55 12.55 12.50

Hong Kong

17.32 5.00 13.50 1

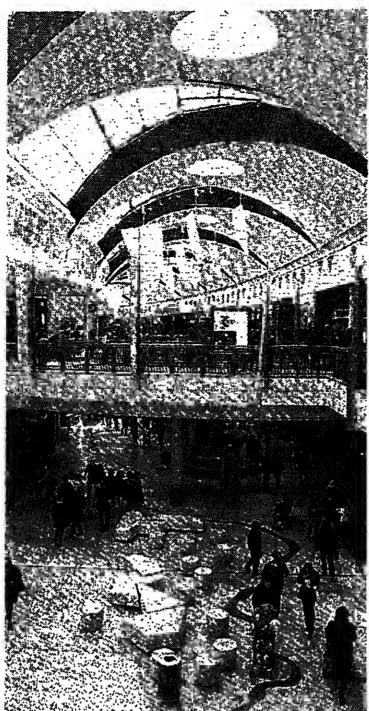
4.60 12.60 12.55 47.25 15.36 4.36 15

4.50 12.50 9.25 60.51 1.50 14. 7.15 5.25 17.25 19.90 67.00 15.40 11.35 16.40 17.75 16.40 17.75 16.40 17.75 16.40 17.75 16.40 17.75 16.40 17.75 16.40 17.75 16.40 17.75 16.40 17.75 16.40 17.75 16.40 17.75 16.40 17.75 17

17.30 5.05 18.50 19.50 19.50 8.16 29.00 9.50 26.75

Istanbul

Jaikarta
unnuksucodd
Astro Inili
Gudong Garm
indath Kial
indocument
indathod
indocument
indathod
Sauspoerna Hifi
Seman Gersitt
Telektanturalius



30,000 new homes, including The Bluewater shopping center in Kent, Europe's largest mall, 10,000 that Lend Lease is building includes 320 shops, 36 restaurants and a 12-screen cinema.

pany also is laying bets on urban

regeneration in Britain. It is re-

developing city shopping centers

in Dundee, Scotland, and Solihull,

ocar Birmingham, and is drawing

up plans to renovate the 1 million-

uare-foot shopping center in

20.65 20.90 20.90 25.10 25.10 25.10 25.20

20.15 34.90 34.90 31.90

And what a market it is. About flagship development in Europe, 10 million people, including residents of much of the wealthy plans to expand on the Continent, "stockbroker helt" of southeast beginning with a shopping center England, live within an hour's in suburban Madrid. But the comdrive of Bluewater. Ultimately, Lend Lease predicts the mail will hire shoppers from as far as Cambridge, 50 miles north of London, and northern France and Belgium, when the high-speed rail terminal

Bluewater is the company's Miltoo Keynes.

7.26 59.50 39.30 34.30 10.20 5.45 14.10 59.50 4.00 35.70 10.85 14.50

**Markets Closed** 

105 245 1,80 4,84 7,75 2,19 4,56 2,31 7,60 5,760

129764850935456411459765454938545561241771244885119

Kuala Lumpur

415E74 DESERVE 42710 DES 440 P

### Vivendi to Pay \$6.2 Billion For U.S. Filter

PARIS - Vivendi SA, the French utilities and communications conglomerate, agreed Monday to pay \$6.2 billion in cash to acquire U.S. Filter Corp., the largest water-treatment company in the world.

The acquisition is the largest yet in the United States by a French company and is Vivendi's second move in that market this month.

Vivendi is offering \$31.50 for each common share of U.S. Filter, or \$1 more than the closing price Friday. Vivendi's shares were not traded Monday oo the Paris Bourse. The transaction ties Vivendi and

its stakes in water officies world-wide to U.S. Filter's global equip-ment distribution and its strong U.S.

It also represents a timabout for U.S. Filter, which has bought more than 160 companies since its creation in 1990.

Some analysts questioned the price that Vivendi had agreed to pay. Six billioo dollars is "a lot of money for a company that has quite a load of debt," said Marie-Christine Liv-inec of KBC Securities. (Bridge News, Bloomberg)

#### Takeover Bids Lift Italian Bank Shares

MILAN - Shares of Banca Commerciale Italiana SpA and Banca di Roma SpA surged Monday after separate takeover bids.

Banca Commerciale rose 36 cents, or 5 percent, to close at 7.57 euros (\$8.28) after UniCredito SpA launched a \$16 billion takeover.

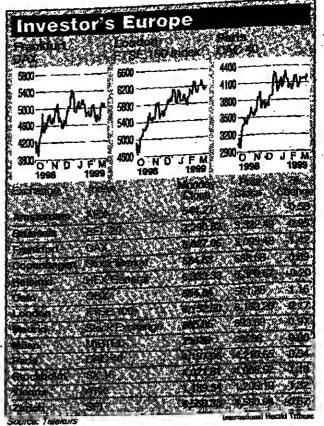
Banca di Roma rose 11 ceots, or 8 percent, to 1.52 euros after San Paolo-IMI SpA offered \$8.2 billion for the bank. An official of Banca di Roma said

the bank welcomed the bid from San Paolo-IMI, adding that the bank had been seeking a stronger partner.

The chief executive of Unicredito, Alessandro Profumo,

stressed that his bank's offer for Banca Commerciale was a friendly bid. Investors appeared encouraged by a statement from Prime Minister Massimo D'Alema, who said the deals would strengthen Italy's bank-

The moves are the latest in a wave of European bank merger plans after the introduction of a single Euro-pean currency. (AP. Bloomberg) quarter, with gross domestic product contracting 4.1 percent from a year earlier as exports declined. Bloomberg, AFP, Reuters



#### Very briefly:

· Air France expects to take its Concordes out of service from 2007 as the supersonic jets become too expensive to operate.
The airline's fleet of six Concordes are flying half empty and the \$60 million cost of overhauling them every five years could make the service unprofitable.

• Mediaset SpA of Italy and Kirch Group of Germany reopened the door to Rupert Murdoch as they called for more broadcasters to join their European television alliance. Talks with the News Corp. chief on his taking a minority stake collapsed this month over price. collapsed this month over price.

• Canterbury Healthcare Ltd., a privately held British company, agreed to buy Westminster Health Care Holdings PLC, one of Britain's biggest nursing-home companies, for £214 million (\$348.6 million).

 Spanair SA placed an estimated \$800 million order for 21 planes with Airbus Industrie and could order as many as 45 aircraft if it exercises all options in the deal. The Spanish airline is preparing to expand in Europe.

 Britain posted a fourth-quarter current-account surplus of £954 million, despite forecasts of a deficit of about £1.5 billion. Separately, the government lowered its estimate for growth in the period to 0.1 percent, the weakest since the second quarter of 1992, from 0.2 percent.

Austria's current-account deficit of 300 million euros (\$328.1 million) in January was unchanged from a year earlier, as increased spending by short-term visitors was offset by a capital outflow to pay foreign investors interest on bonds.

 Credit Suissa Private Banking acquired Gestion Integral, raising its assets in Spain to 2.5 billion Swiss francs (\$1.71 billion). Gestioo Integral is a Madrid-based family business specializing in private banking services. Russia set up an agency to restructure its tottering banks.
 The Agency for Reconstruction of Credit Organizations is

expected to submit a list in April of the first banks that it plans to assist. It said its current funding was only one-tenth of the 100 billion rables (\$4.23 billion) necessary for restructuring. The Czech Republic's recession deepened in the fourth

### WORLD STOCK MARKETS

Monday, March 22
Prices in local currencies;
in euros for EMU countries.

ABN-AMRO
Aegos
Abold
Alzon Nobel
Alzon
ASM LIPIA
ASM LIPIA
ASM LIPIA
CA
Bustramann
CA
Bustra 107.00 20.00 Athens 51000 27/45 10100 7655 9140 23800 27840 51500 27600 9990 7545 9100 23590 27270 90500 27400 9720 7500 7930 23500 24900

578.25 560.00 578.25 55.00
24.250 524.400 578.30 572.40
240.30 194.50 270.50 195.50
220.00 187.60 197.90 185.70
320.30 30.55 30.45 30.00
598.00 574.00 598.25 572.50
272.00 272.60 272.60 272.60
272.00 187.60 177.70 182.50
134.90 172.70 182.50
134.90 172.70 182.50
134.90 172.70 182.50
134.90 172.70 182.50
134.90 172.70 182.50
134.90 172.70 182.50
134.90 172.70 182.50
134.90 172.70 182.50
175.50 167.50 188.50 170.70

67.75 61.30 80.25 138 34.0 167.20 67.10 51.30 44.50 44.50

To Our Readers

Prices from the Buenos

Read **THE MONEY REPORT** every Saturday in the IHT.

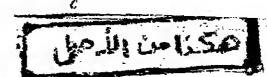
GEC GAM Weltcame Gereals Group Gree Gust Weltcame George Gree Gust Harry Haller Harry Haller 10750 14500 8900 44000 24500 21500 15250 Johannesburg and stock markets were Mooday for a holi-172.65 172.65 172.65 173.65 17

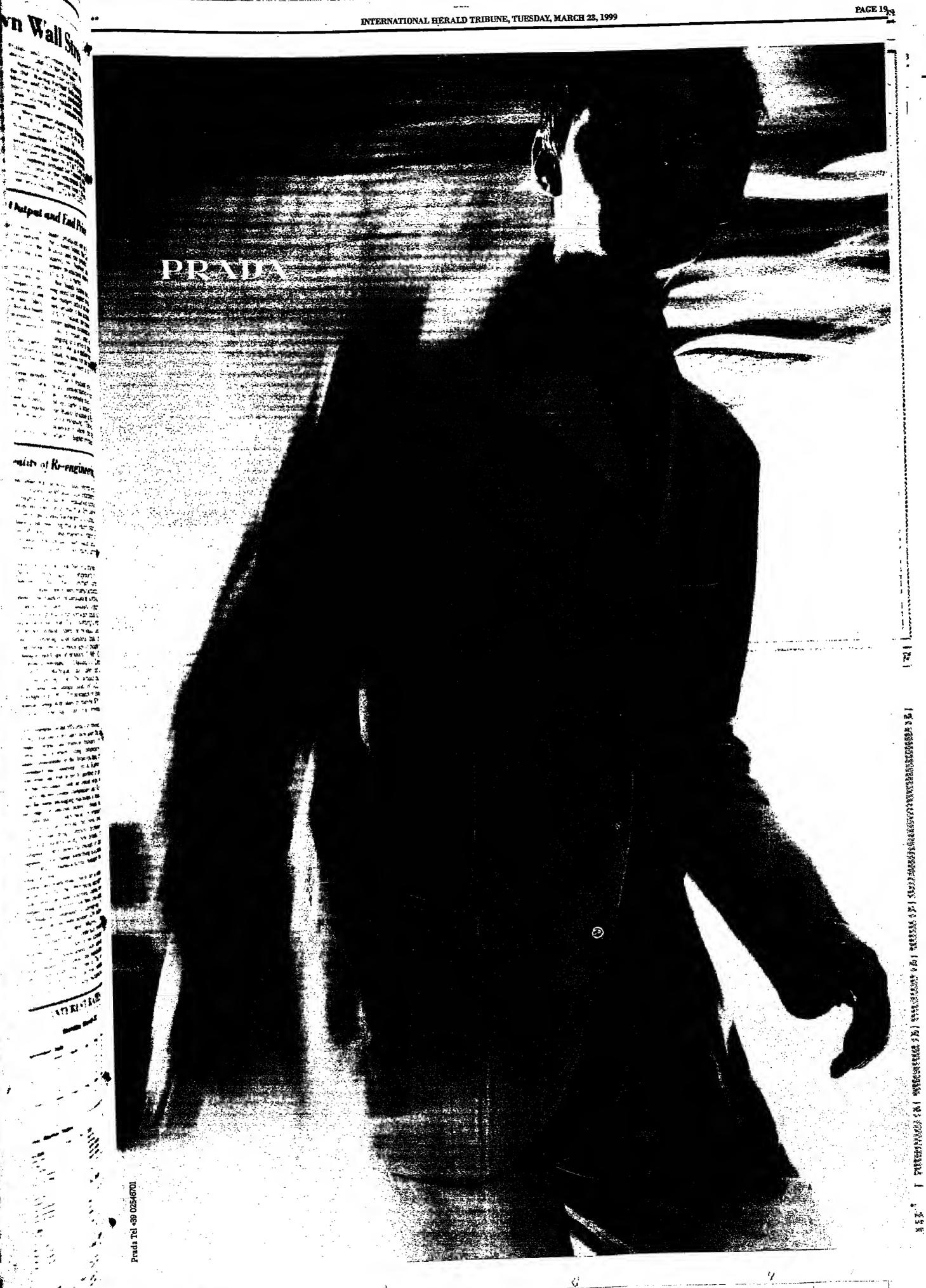
THE SECTION AND SECTION AND SECTION AND SECTION ASSESSMENT OF SECTION AND SECTION ASSESSMENT OF SECTION ASSESS 12.50 11.50 94.50 17.00 17.00 4.50 4.50 51.50 51.50

17.55 10.75 206 206 207 207 206 1240 1246 1015 1550 9.37 6.37 5.34 Montreal
www.me.my
BCE Meab Come
Bloching Phoma
Can Util A
CT First Sic
GI-West Lifeco
lanssor
investors Crp
Lablow Cos
Natil Bit Cantala
Power Corp
Power Furi
Late Inviting 57.00 57.00 71.10 71.10 71.00 71.00 71.00 71.00 71.00 71.00 71.00 71.00 71.00 71.00 71.00 71.00 71.00 57.00 113.00 13.00 13.00 13.00 13.00 115.00 Paris
while bottom
Acor
Acor
AGF
Art Liesde
Akstei
Alstei
BAIP
BAIP
BAIP
BAIP
BAIP
Combine
Common
Combine
Combine
Combine
Combine
Enduring
Enduring 

70.85 70.00 105.20 106.76 47.60 53.14 59.10 61.50 403 407.10 427 464.60 44.50 44.71 9.54 9.30 840.00 34.10 31.20 11.42 51.70 15.50 16.50 1 9.70 9.80 31.90 12.30 12.30 12.30 13.50 13.50 13.50 13.50 13.50 13.50 13.50 13.50 13.50 13.50 13.50 13.50 13.50 13.50 13.50 4900 72500 11450 30000 15850 11700 58900 97500 40000 9300 5000 272300 11800 30000 14800 11700 62500 56700 94700 94500 739000 0.87 2.78 2.13 4.45 1.94 2.62 1.49 1.25 0.00 2.53 1.97 4.28 1.78 2.38 1.38 1.25 2.78 2.78 2.16 4.57 1.36 2.62 1.49 1.25 City Devits.
Other Devits of Control of Cont 101.50 103.50 194.50 163.50 173.60 173.60 173.60 203.50

Sydney 1711年2日 1711年2日 1711年2日 1711年2日 1711年2日 1711年2日 1711年 1711 850 17.50 11.52 11 Vienna \$1.00 54.75 \$7.70 \$7.50 45 45 124.29 127.92 197 303 85.40 \$7.50 146.95 146.13 48.40 48.75 170 172.04 57.70 44.92 123 195.50 85.01 146 67.40 168.70 25.00 26.00 110.00 15.50 15.50 15.50 15.50 16.00 3.42 0.44 1.73 2.40 3.58 1.23 4.50 9.15 17877 51102 2040 11000 2040 1100 2040 1100 2040 1100 2040 1100 2040 1100 2040 1100 204 1950 1950 1951 8.45 6.82 14.4] 101.00 4.32 407.00 9.01 183.80 9.18 7.00 15.06 165.00 4.44 414.00 9.28 166.90 9.30 4.96 15.00 104.00 4.36 4.06 409.00 9.24 195.80 Toronto 14.55.50.75.00.75. Pan-European Indexes EMU-bloc indexes





#### INTERNATIONAL INVESTING

### After Chugging Far and Wide, Has the Merrill Express Run Out of Steam?

By Joseph Kahn

NEW YORK - Juggernaut. Steamroller. Mother Merrill. Those are the nicknames most there staggering. Merrill's world-leading busicommonly associated with Merrill Lynch & Co. ness of issuing and trading debt for companies and brokerage firm that long ago decided that it governments is also in upheaval, people involved everything Wall Street does.

The names were never more valid than last where it long smothered the competition. sar, when Merrill simultaneously pursued three estors seeking to ride the bull market.

Recently, though, that image has been tarnished. Like many rivals, Merrill was hit hard by a slump in financial markets last fall. Unlike many, it did of invincibility has given way to a crisis of confidence in some crucial businesses.

such as Chase Manhattan Corp. Such talk has caused Merrill's stock price in rise in recent

Some people close to the firm say that if Merrill enters a merger now - and some at Merrill say that the chances of merging with a bank are higher now than at any time in receot years — it will probably be on weaker terms than the firm could bave commanded a year ago.

bought a failed securities company last year, but expected losses in Japan. But they strongly dishas found the cost of building a new operation pute that all this amounts to trouble for the firm. anted to be No. 1, or very close to it, in in that business said. The firm is facing defections of important staff members and slippage in areas

Either of those troubles, by itself, might not hige international acquisitions, set records in its amount to much for Mertill, which prides itself grant worldwide bond business, and took in hun- on having diversified its earnings to prevent dyeds of millions of dollars each day from in- downturns in one area from hurting overall profits. But Merrill is putting out fires all over the place these days. It is scrambling to catch up with on-line trading companies that threaten its retail brokers, revamping its weak-performing mutual nht snap back quickly, some current and former funds, and trying to inject a shot of adrenaline employees say. Many of them contend that an aura into Mercury Asset Management, the big Lonfunds, and trying to inject a shot of adrenaline

don-based fund manager it bought recently. idence in some crucial businesses.

"A year ago, this company was going to take All this has led to renewed speculation about over the world," said Sallie Krawcheck, who Merrill's forming an alliance with a bigger partner follows Merrill for Sanford C. Bernstein. "Now including investment banking, asset managepeople are talking about it as a potential turnaround story."

Ms. Krawcheck recommends that investors buy stock in the firm's archival, Morgan Stanley Dean Witter & Co., rather than Merrill. But she sees great potential for the future if Merrill figures out the Internet and its international ex-

pansioo bears fruit. Merrill officials acknowledge that the firm has

The idea that somehow a large part of our

Some employees contend that an aura of invincibility has given way to a crisis of confidence.

promise. But we are running record revenues in

every category that we do business in." Merrill's earnings fell to \$1.3 billion last year suffered an \$850 million loss in its bond business. But Mr. Wiggins emphasized that other areas, ment and brokerage commissions, were earning

Moreover, Merrill bas been criticized in the past for spending heavily abroad, but has often proved critics wrong. It took a beating after it paid top dollar for the British brokerage bouse Smith Newcourt in 1995; most analysts now consider

that purchase a runaway success.

Nonetheless, troubles in Merrill's debt business

In particular, Merrill faces losses that bal-undertaken a "wrenching" overhaul of its debt have proved trickier to resolve than most people looned beyond expectations in Japan, where it business. They also say that it faces larger-than-expected. Some Merrill bankers said David Komansky, Merrill's chairman, and his No. 2, Herbert Allison Jr., overreacted to the downturn last fall by cutting 100 deeply. They are now struggling business is in disarray is fallacious, 'said Jim to rebuild morale and performance. 'They pan-Wiggins, a Merrill spokesman. 'There's no icked, plain old palpable panic, said a former question that we have moved quickly to redeploy Merrill executive who left the firm voluntarily. "They were shooting guys who bleed Merrill colors because they needed someone to blame."

Merrill dismissed about 3,500 people from its fixed-income division in the fall, far more than any other Wall Street firm. It also reduced the amount of capital devoted to its debt business. especially corporate debt and foreign govern-ment debt. Capital devoted to corporate debt, for resources to areas that have the greatest future example, fell to \$21.6 billion from \$35.5 billion, according to Merrill's annual report.

The staff reductions and reallocation of capital represent a sea change in what had been seen as an from almost \$2 billion in 1997, largely because it almost sacred part of its franchise, people at the firm said. Mr. Komansky had long mandated that Merrill occupy the No. 1 spot across the board in debt. Merrill promised to serve customers anywhere, anytime. To that end, it ofteo used its own capital to buy bonds that enstorners wanted to sell, even if there was no immediate buyer.

> Merrill nearly shut down its bond operation for weeks, Merrill executives and clients said. The business is up and running again, but many say its future shape remains a question mark.
>
> Continued losses of important Merrill exec-

All that seemed to change in the fall, when

utives are adding to the uncertainty. Recent defections include David Webb, director of the Merrill unit that raises money for leveraged buyouts; Thomas Gahan, global leader of leveraged fi-nance; Seth Waugh, the former top executive of the global debt business; David Toty, in charge of corporate bonds in Europe, and Nabeel Nabulsi, director of bond sales in Europe. All were longtime Merrill men whom Mr. Kornansky and Mr. Allison sought to keep, people close to the firm said.

Rethinking how best to manage the debt business was inevitable after the losses last fall. Merrill officials said. They said the new leaders in most debt operations had acted fast to reshape the units and reduce the capital at risk. But they insisted that this would not diminish Merrill's

commitment to customers. In Japan, Merrill's purchase of the defunct Yamaichi Securities was greeted as a master Append die-transce stroke, positioning it to build a U.S.-style brokerage operation just as Japan climbed out of its long recession. But Japan's slump has proved stub-born, and costs have bloated. Merrill lost \$230 million on the retail operation there last year, considerably more than it had predicted. This year, losses will probably hit \$300 million, with some people close to the operation saying the results could be even worse. Japanese middleclass investors bave not been as quick to open brokerage accounts as Merrill had hoped, and the amount of assets the firm has gathered there has proved disappointing, people close to the op-eration said.

### Banking on Europe, Lehman Embarks on a Hiring Spree

Holdings Inc. 's aspirations to be one of the top five investment banks in Europe got a boost last week when it stocks and boods and creating de-hired 10 bankers from one of its rivatives — securines whose values rivals and promoted a top executive are tied to another asset or index. to its board.

The New York-based securities firm, the fourth-largest in the United States, plans to raise European rev- Lehman stands to earn fees of as rency in 11 European countries enues as a percentage of its global

on mergers and acquisitions, selling

The Olivetti transaction "gives us recognition as a global player in the region. Mr. Lakefield said.

Lehman scored a coup when Olivetti SpA chose the firm as an and John McIntyre as head of U.K. of stocks will be sold in 1999.

Olivetti SpA chose the firm as an and John McIntyre as head of U.K. of stocks will be sold in 1999.

There's a lot of money to be Richard Boath and Michael Meinards and acquisitions and acquisitions and acquisitions and acquisitions tankings. It is also Richard Boath and Michael Meinards to run a group working with phone-equipment maker, on its promoted Jeremy Isaacs to a new an analyst at Credit Suisse First Bose.

specializing in advising companies pany's operating committee over-

seeing Lehman worldwide.
With more European companies expected to buy rivals than ever be-fore, Europe is a battleground for investment bankers, who gain fees from advising companies. The in-troduction in January of a single curmuch as \$50 million from advising means the end of domestic barriers tential for making money. Donald-

Bloomberg News an telephone monopoly. Now, it position as chief operating officer ton. The new hires, he said, give LONDON — Lehman Brothers plans to hire hundreds of bankers for Europe, putting him on the com-Lehman "a credible case."

Still, Lehman and its mergers and acquisition team, led by its new European chief, Vittorio Pignatti Morano, have far to go before it can pose a challenge to Goldman, Sachs & Co. and Morgan Stanley, Dean Witter & Co., which dominate the European business. Competitors have also recognized Europe's poearnings to one-third in the next five years, from about 23 percent now, said Bruce Lakefield, chief executive for Europe.

Lehman scored a coup when Clivetti SpA chose the firm as an Alban McIntyre as head of U.K. investment banking, and John McIntyre as head of U.K. interest and traders to son, Lufkin & Jenrette Inc. bas hired foreign rivals, increasing the need for bankers and traders to build up its European arm. Last week, it poached two Salomon of stocks will be sold in 1999.

There's a lot of duthesact settlers that for making aboutey. Donaid-that long protected companies from son, Lufkin & Jenrette Inc. bas hired foreign rivals, increasing the need for bankers and traders to build up its European arm. Last week, it poached two Salomon of stocks will be sold in 1999.

There's a lot of duthesact companies from son, Lufkin & Jenrette Inc. bas hired foreign rivals, increasing the need for bankers and traders to build up its European arm. Last week, it poached two Salomon of stocks will be sold in 1999.

There's a lot of duthesact companies from son, Lufkin & Jenrette Inc. bas hired foreign rivals, increasing the need for bankers and traders to build up its European arm. Last week, it poached two Salomon of stocks will be sold in 1999.

There's a lot of duthesact companies from son, Lufkin & Jenrette Inc. bas hired foreign rivals, increasing the need for bankers and traders to build up its European arm. Last week, it poached two Salomon of stocks will be sold in 1999.

There's a lot of duthesact companies from son, Lufkin & Jenrette Inc. bas hired foreign rivals, increasing the need for bankers and traders to build up its European arm. Last week, it poached two Salomon weeks are discounted to the salomon weeks

Lehman is still known mainly as one of Wall Street's largest bond traders. The firm's first-quarter earnings rose a higher-than-expected 13 percent, increased by its fixed income and equity trading businesses.

Revenue from investment banking fell 7.8 percent to \$321 million. Still, Europe is accounting for a greater slice of its profits. European banking and trading activities ac-counted for about one-fifth of Lebman's 1998 revenues, it said.

With its mandates from Olivetti and others. Lehman is off to a strong start this year in raising its mergers phone-equipment maker, on its planned purchase of Xylan Corp.

#### Very briefly:

 Goldman, Sachs & Co., ING Barings Ltd. and Jardine Fleming Holdings Ltd. were chosen to help sell \$23 billion of stock that Hong Kong bought last August to prop up the local stock market and bolster the Hong Kong dollar.

• The U.S. Securities and Exchange Commission's chairman, Arthur Levitt, will call for new rules to bolster the power of independent mutual-fund directors, The Wall Street Journal reported. One proposal would raise the percentage of board members who must be independent of the fund-management

 Big-spending U.S. consumers pumped up with paper profits are the most dangerous threat to the global equities market, said Paul Schulte, director of Asia strategy for ING Barings Securities. If U.S. consumers continue to "spend furiously through unrealized leveraged capital gains in the equity market." he said, bond yields will continue to rise, and "we could possibly have a rather unpleasant problem in the

 Christiania Bank said the Norwegian government had sold 90 million of the bank's shares, or 16 percent of its capital, at 30.60 kroner (\$3.95) a share in the previous two weeks as part of a plan to trim the state's stake.

Advertisement For information please contact, Lyons Rasb; Fax (33-1) 41 43 92 12 or e-mail: funds@int.com INTERNATIONAL FUNDS March 22, 1999 To receive free daily quotations for your funds subscribe at: e-funds@fitt.com ms Date Linde Direct Inter Ed. 444.78
str. fight President St. fight St. fig 953,77 38.44 38.26 38.97 32.41 47.52 57.36 76.69 129.72 51.87 72.50 54.68 129.62 51.48 129.62 74.61 129.62 74.61 129.62 74.61 7 THE 1441) 295-2014 PESA. HE RELEE ASSET MEMT PURC Singer Dishibutor Generatory Ad 481 72MG 4

Int Explicit Found
Int Bond Fund
Int Bond
Int Bond Fund
Int Bond
In d Pinantido Opportunities Fel 3 10.46
d Pinantido Opportunities Fel 3 10.46
d Pinantido Opportunities Fel 3 10.46
d Mousting Fel Fel Ser 1 0.46
d Mousting Fel Fel Ser 1 0.47
d Mousting Fel Fel Ser 2 0.47
d Mousting Fel Fel Ser 2 0.47
d Mousting Fel Fel Ser 2 0.47
d Mousting Fel Ser 2 0.47
d Mousti d All Field Bolomach Growth

All Field Bolomach Growth

FET IT ALL/DETIVET INTT. PURPOR

Chas A Joyg Genwin Roll

Chas B (School Equity)

Chas B (Scho DRES DREAK RECEIVED TO THE PROPERTY OF THE PROPERTY SERVICES LTD Let Touche House: FFSC. Dublin 1
DR Touche House: FFSC. Dubli 1 15.36 est DUTINIA & SINTEA
THE (1997) Was 1807 Feb. (1997) Was 1808
IN Highdridge Copied Corp. \$ 2392, 37
(1997) Overlook Performance \$ 2392, 37
(2997) Overlook \$ 2007 Feb. (2997) Overlook \$ 2392, 37
(2997) Overlook \$ 2007 Feb. (2997) Overlook \$ 2392, 37
(2997) 111 INTERESPONDENCIA CONTROL TO STATE OF THE CONTROL T to Zocks Offstrare Fig Lib-C B 3 SAGUE 7 Locks Offstrare Fig Lib-C C 5 SSR.77

85 SELINY EST PUNDS 6 177.77

85 SELINY EST PUNDS 6 177.77

86 Belliny EST PUNDS 6 177.77

86 REST INVESTMENTS INTIL LIRC 7 PIRS General Growth St 7 7.242

87 PIRS GENERAL GROWTH ST 7 10.1502

87 PIRS GENERAL GROWTH ST 7 10.1502

87 SEWORT AND FIRS 1 10.7503

88 SEWORT AND FIRS 1 10.7503

89 SEWORT AND FIRS 1 10.7503

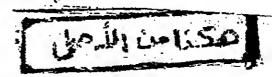
80 SEWORT AND FIRS 1 10.7503

80 SEWORT AND FIRS 1 10.7503

80 SEWORT AND FIRST 1 10.7503

80 CORNEL TO THE SEWORT 1 10.7503

80 CORN d Discretionary Portscho
still REARITE CAPITAL INTL GROUP
or Oranize Capital Equity For 3
CROUPE DU SAVOY SICAY
- Out Euro Action Costs 5
SEGRIFFHON FURSE BARAGEMENT LTD
- Poolise Principles Capital
- Poolise Principles
- Poolise
- Poolise Principles
- Poolise
- Pool d Cortol bird Pland
d Copied Into San 3
d Character Into A 3
d Copied Into San 3
d Cop





MARKET FORCES — Chinese farmers taking produce to Beijing on Monday. The central bank has decided to expand its lending to farmers via China's rural credit co-operatives.

### Bangkok Postpones Plan For Deposit-Insurance Unit

Stephen Stephen

BANGKOK - Thailand delayed plans Monday to set up a depositinsurance agency because the government needs more time to clean up the banking system first, a senior central bank official said.

The government now aims to establish deposit insurance by year-end, the Bank of Thailand said. But it end, the Bank of Thailand said. But it said enforcement of the law was uneral promises Thailand made to the over a period of four years. likely until the return of public trust IMF that it has delayed implementin the banking system, which could

take three years or more. Thailand originally promised the International Monetary Fund it in Bank PCL - originally planned would complete the plan by the end for March - until later this year. of 1998. The IMF helped arrange Thailand's rescue program in 1997.

"We need more depositors' and investors' confidence in the banking system before setting up the deposit insurance institutions," said Kitti insurance institutions," said Kitti 4 percent growth in exports, offi-Patpongpibul, deputy governor of cials said, Agence France-Presse re-the Bank of Thailand. The program ported. Trade with the two countries will oot be incloded in the revised quarterly agreement with the IMF

Tuesday by the That cabinet.

The government currently guarantees all deposits at commercial banks and nonbank finance companies. The IMF wants a deposit-insurance body established to reduce from any future closings of banks and finance companies.

ing. It also postponed the sales of Bangkok Metropolitan Bank PCL, Siam City Bank PCL and Radhanas-

■ Hopes Pinned on Exports

Thailand plans to increase its exports to China and South Africa to meet this year's ambitious target of represented 2 percent of Thailand's exports last year of 2 trillioo baht dominate that is expected to be approved (\$53.42 billion), an official said.

### Thais Go on Warpath Against EU

Ending of Preferential Trade Privileges Stirs Calls for Boycott

By Thomas Crampton

عكذامن الأصل

BANGKOK — Seri Wong-months, a popular talk-show host with four radio and four television programs each week, considers him-self a fighter against injustice and a champion of consumer rights.

After claiming a key role in the recent breakup of Thailand's long-standing whiskey monopoly, Mr. Seri has set his sights on what he calls a dangerous new enemy of the That people: the French.

Recently on his radio program, called Today's Facts, he said a French-led European conspiracy was working to undermine the Thai economy, and he called for the Thai people to boycott French goods.

He was referring to the European Union's action to strip developingnation tax privileges from Thailand The tax privileges being lost by Thai exporters were originally extended to assist developing nations by reducing European duties for certain products, such as canned shrimp and fruit.

When those products reach a certain market share in Europe, the tax. privileges expire and higher import duties are charged; this happened on Jan. 1 to Thai shrimp, which now face an import duty of 12 percent, instead of the developing-nation the government's potential losses rate of 9 percent. Canned fruit producers face steeper changes, with import duties on their product doob-

> To Mr. Seri, and many in Thailand. the removal of the tariff privileges in the middle of a national economic crisis smacks of European selfishness, and there is a growing backlash

> of anti-European sentiment. Thailand's economy wrenched from boom to hust after Bangkok's de facto devaluation of the baht set off the Asian financial crisis in July 1997. The currency turmoil has sent forth from Asia a flood of exports to Europe and the United States, increasing trade tensions, while slowing economic growth has come to

throughout the region.

For their part, French and other percent over the same period. Prod-European diplomats say the European Union has helped Asia generously. They say the clash in Thailand is based on misunderstandings exploited by vested interests.

The mass resignation of the Euro-pean Commission following accu-sations of favoritism has further rethe EU. If Europeans are corrupt even among themselves, he said, just think how willing they would be to take bribes from their nwn comnies to help exploit small nations like Thailand

But European diplomats say that the lost tax benefits had been discussed long agn and that Brussels had even slowed down the process European Commission. as a concession to Thailand's eco-

nomic crisis. Mr. Seri is not convinced of Europe's good intentions, and he is not

The Union of 18 Farming Communities, a Thai group claiming to represent 20 million farmers that is fighting removal of the preferential tariffs, has run oewspaper ads illustrated with whip-wielding Euro-pean characters and a harshly tion announced Monday plans to worded text accusing the EU am-more than double the budget for unworded text accusing the EU am-bassador, Michel Caillouet, of 'strangling Thai farmers with his

bloody hands." 'Europeans were happy to sell Louis Vuitton bags when times were good, but now ignore us when there are problems," said Narongchai Akrasanee, a former Thai commerce minister who is managing director of Seranee Holdings Co. "It doesn't "The unemployment i work like that. If you want to get involved in Asia, you have to pay money during troubled times,"

Senator Niramol Suriyasat, also chairwoman of Toshiba Thailand Ltd., said that while Japan and the United States have made an effort to help out, she could not think of any special assistance that Europe had

accorded Thailand since the crisis. In fact, European diplomats counter, the baht value of Thai exports sold to Japan fell 13 percent between 1997 and 1998 while those

to Europe increased more than 2

ucts undergoing tariff changes held or even increased their market share in Europe, the diplomats said. European banks, the diplomats ad-

ded, cut their loan exposure to Thailand just 22 percent over the period pean Commission following accu-sations of favoritism has further re-enforced Mr. Seri's low opinion of and 64 percent by U.S. banks.

Europe's share in the flow of foreign direct investment to Thailand tripled to 21 percent in the three years up to 1998 and European investors are the only foreign partners for whom the value of individual investment applications has increased over the same period, ac-cording to documents issued by the

### Seoul to Raise Aid for Jobless

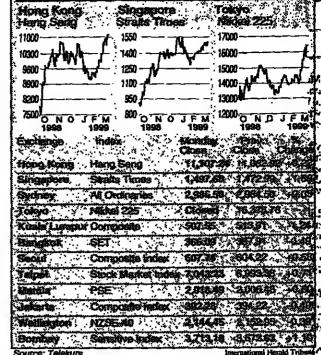
employment benefits, to 16 trillion won (\$14.27 hillion) from 7.7 trillioo, as the government mapped out its fight against rising joblessness.

The plan by the National Con-gress for New Politics and the United Liberal Democratic Party was to be submitted Monday to

"The unemployment policy will focus on increasing the oumber of jobs and retraining laid-off workers, including creating some 500,000 jobs in public works projects," the National Congress said.

Unemployment has risen sharply since the Asian economic crisis hit South Korea just over a year ago. The johless rate reached 8.7 percent in February, the highest in 33 years.

Also Monday, the government warned it would get tough with illegal strikes as a union group threatened a rally to protest increas-(Bridge News, AFP) ing layoffs.



#### Very briefly:

Investor's Asia

• Hong Kong consumer prices fell 1.7 percent year-on-year in February, their fourth monthly decline in a row. The largest price declines were in the areas of clothing, consumer durables, private housing reotals and restaurant meals.

•Indonesia will delay the sale of stakes in PT Indooesian Satellite Corp., or Indosat, and other state companies until July, in the hope that such assets will command higher prices after the country's elections.

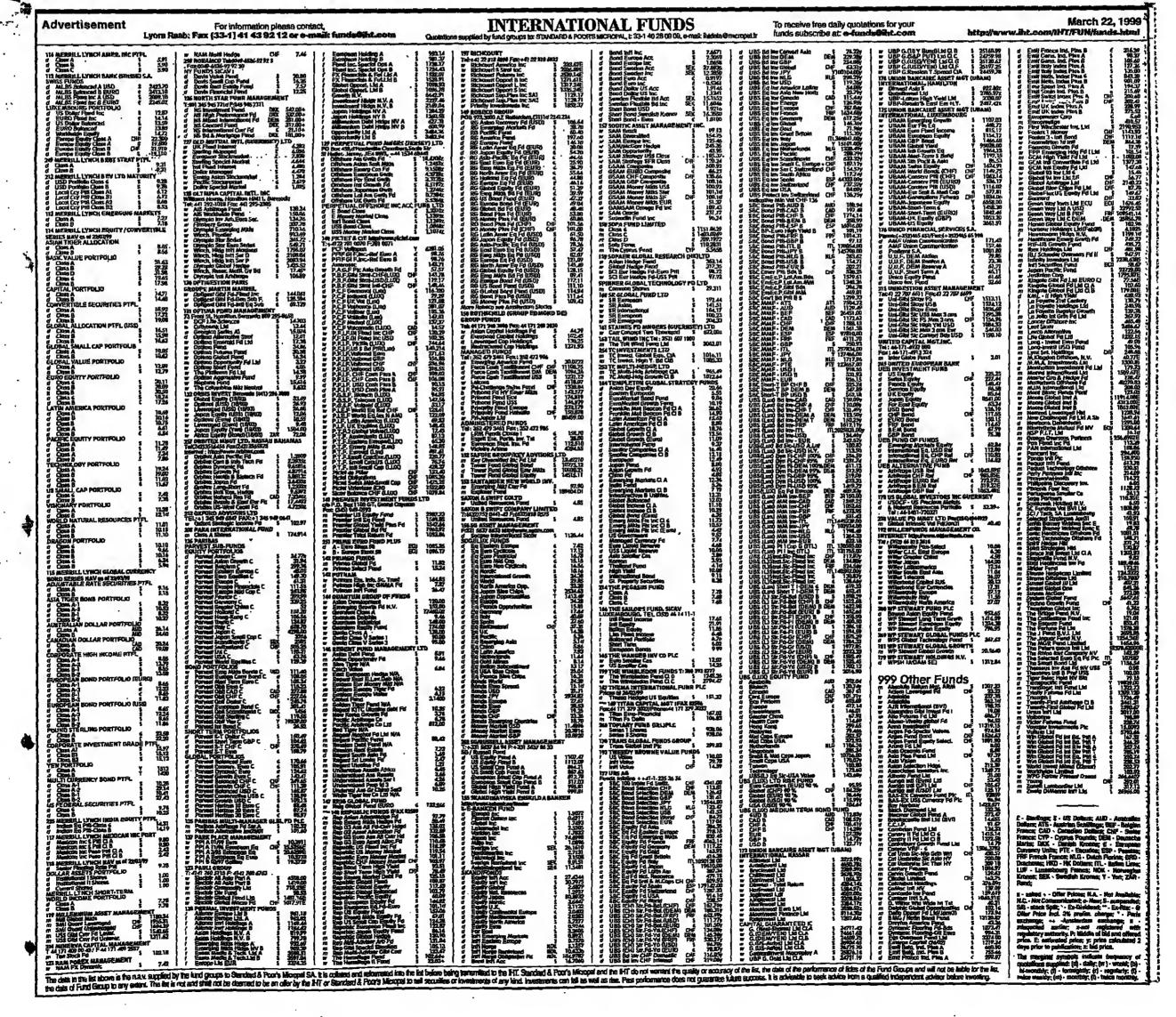
· Australia's four major banks must improve services to rural; areas, a parliamentary committee said in a report that seemed, in dash the hanks' hopes that a ban on mergers among the four.

might be lifted. • Edison International Inc., a California utility, will pay 1.2; billion New Zealand dollars (\$635 million) to buy a stake in.

Contact Energy Ltd. from New Zealand's government. • Hyundai Motor Co. will pot up 60 percent of the 1.19it trillion won (\$965 million) that its parent Hyundai Group? will pay to acquire Kia Motors Corp.

•YTL Corp., one of Malaysia's biggest construction compaines, posted a 35 percent rise in profit, to 235.1 million ringgit? (\$62 million) for the six months ended Dec. 31 from 173.9 million ringgit a year earlier.

• China's unified cootract law will take effect Oct. 1, the People's Daily newspaper said. The law incorporates laws and administrative decisions of the past 20 years covering foreign investment and private husinesses



### Herald Eribune SPORTS



Yevgeni Plushenko completing a Biellmann pirouette.

#### A Spinning Record

FIGURE SKATING Yevgeni Plushenko led a record explosion of quadruple jumps and won the first men's qualifying group when the world championships began Monday in Helsinki, His Russian compatriot Alexei Yagudin, the defending champion, won the oth-

er group. Six skaters completed the four-revolution quad jump, the most ever in a competition. Tim Goebel, an American, became the first skater to land a quad salchow in the world championships.

In the jockeying for position, Michael Weiss, the U.S. champion, was secood to Plushenko and Alexei Urmanov, the Russian furmer Olympic champion, was second to Yagudin. Elvis Stojko uf Canada was third in the first group and Takeshi Honda uf Japan was third in the second.

Plushenko, Stojko, Weiss, Goebel, Guo Zhengxin of China and Anthony Liu of Australia hit quads. The International Skating Uoinn said the previous record was four quads at the 1997 world championships. (AP, Reuters)

#### **Euro Matches in Danger**

SOCCER UEFA, the governing body of European soccer, said Monday it would decide Tuesday whether to postpone European championship qualifying games Saturday involving Yngoslavia and Macedonia because of the possibility of NATO air strikes. Yugoslavia is scheduled to play Croatia in Belgrade. Macedonia is to face Ireland in Skopje.

 Russian soccer authorities said Mooday they woold move the European qualifier against Andura from Vladikavkaz, where a bomb killed 62 people Friday, to Moscow. (Reuters)

#### Herron Wins With Birdie

GOLF Tim Herroo birdied the second playoff hole to beat Tom Lehman and win the Bay Hill Invitational in Orlando, Florida, on Sunday. Herron closed with an even-par 72 to tie Lehman (71) at 274 after 72 hules. Davis Love 3d (73) finished one stroke out of the playoff at 275.

### WORLD ROUNDUP Duke Pounds **Temple With** A Melody of Skill and Will

By Ken Denlinger Washington Post Service

EAST RUTHERFORD, New Jersey - The proper analogy for the Duke team that buried Temple to win the East Region championship in the National Collegiate Athletic Association men's basketball tournament comes not from sports but from jazz.

Six players had individual moments that thrilled the crowd. But the Blue Devils also created the sort of beautiful harmony for which all coaches strive. The result was an 85-64 victory that earned Duke its first trip to the Final Four in five years.

'They execute not of a very strong team concept," said John Chaney, the Temple coach. "I don't know how to tell a team to prepare for their skills and

Trajan Langdon, a senior guard provided the early momentum. He scored 23 points, and was 5-for-6 in 3point attempts. His first year at Duke was 1994-95, when Coach Mike Krzyzewski missed most of the season after back

surgery and the team went 13-18. Langdon hit the first shot he tried during the game, a floater after five-plus minutes had been played, and fullowed with three 3-pointers that gave the Blue Devils a five-point lead they gradually increased to blownut proportions with five minutes left.

Chancy said he thought Temple had the best chance of any team in this region of beating Duke, and he constructed his aggressive zone defense to keep the ball away from the likely national player of the year, Elton Brand, Duke's center. That worked, but the Blue Devils quickly showed their un-

commoo versatility.

Langdon scored the 3-point baskets, but each came uff a quick pass and a screen. In all, the Blue Devils had 27 field goals on an astonishing 19 as-

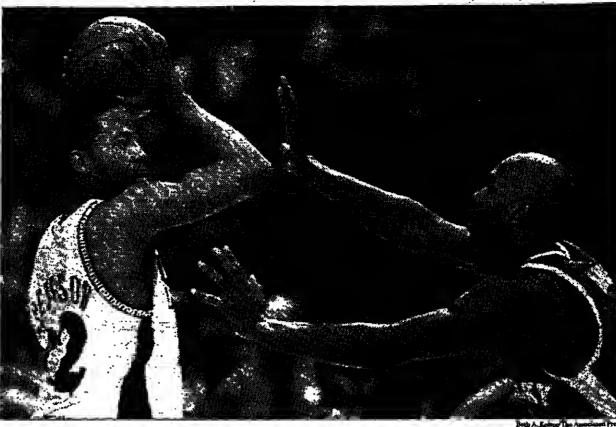
After Langdoo, the other starters took turns in the spotlight. The point guard William Avery had a couple of 3pointers and some terrific defense on Temple's Pepe Sanchez.

Few thought anyone could penetrate Temple's zone, but the Duke forward Chris Carrawell did. In 34 minutes, he had seven assists and oo turnovers.

With Langdon forcing Temple to extend its defense and Carrawell slicing through it, Brand was able to make eight

potential, more than that of any other Blue Devil excites National Basketball Associatino scouts. Maggette played just 14 minutes, but his move on the last play of the first half left everyone slackjawed. Avery missed a three-point try, and the ball bounced high off the rim. Maggette soared above several tailer rebounders and - lonking like Michael Jordan or David Thompson, depending on your generation — grabbed and dunked it in the same motion.

The Owls did not play poorly. They had 22 more shots than Duke and 18 offensive rebounds and committed just 10 turnovers. Lamont Barnes was effective inside, and Mark Karcher, Temple's only outside threat, was not bashful about trying to narrow everincreasing leads with 3-pointers.



Morris Peterson of Michigan State, pressured here by Desmond Altison of Kentucky, scored 19 points.

### For Michigan St., Magic Is Back

Spartans Topple Kentucky, Gaining First Final Four Since '79 Title

By Jack Curry New York Times Service

ST. LOUIS - Magic Johnson stood on a folding chair a few rows from the helped nurture these players on summer crowded court, smiling like helped nurture these players on summer days when the Final Four crowded court, smiling like a proud father as he watched

Michigan State celebrate after beating Kentucky, 73-66, for the championship of the Midwest Region. The joyful scene Sunday

brought back many memores for Johnson, frum as long as 20 years agu, when he was the starting point guard, and as recently as 10 months agu, when he was an imposing

ractice player against these Spartans. Call Michigan State's businesslike triamph over Kentucky magical, although there was no mystery about how the Spartans did it. They oever wilted when the Wildcats rushed to a 13-point lead in the first half, they played a smothering defense that frustrated Kentucky and they performed like the more experienced team while dominating the final eight minutes of a crisp and classic contest.

Why else was Sunday magical? Be-

they won the national title uver Larry saw A.J. Granger, who had 14 points in Bird and Indiana State. Because John- 18 minutes. He saw a team that wanted son, the most famous pickup player to join games with Michigan State, has

> was a 20-year-old fantasy. "It feels great because after playing against these guys every summer, 1 know what they've been through,' Juhnson said. "I know bow hard Coach Izzo has worked. You can see how each of them has developed every year. This just feels wonderful."

Tom Izzo, who watched his team win its 22d straight game to earn a matchup Saturday with Duke, said, "Other than my daughter being born, this is the greatest day of my life."

Even as Johnson answered questions, he watched the Spartans on the court. He saw Mateen Cleaves, his boddy and felluw point guard who had 11 assists and a critical three-pointer to end the first half. He saw Morris Peterson, who powed in 19 points and had 10 rebounds.

He saw Antonio Smith, who scolded cause the Spartans are returning to the his teammates during a time-out to jolt

Flyers Nip Red Wings to End 12-Game Drought

ended their longest conwinning streak 44 seconds into overtime, as Dallas six minutes as Boston won in Wash-

NHL ROUNDUP

Flames 2, Islanders 1 In Calgary,

Penguina 2, Rangers 2 Mike Richter

Valeri Bure scored two goals as the

made 30 saves, including some key

third-period stops and a great stop on

Jaromir Jagr in overtime, to help the

Rangers tie Pittsburgh in New York.

ended a four-game winless skid.

Flames beat New York.

Philadelphia Flyers finally scored two goals, including the winner and Grant Ledyard scored in the first

some respect against the tradition-rich defending champions and snatched it.

The Wildcats (28-9), who were trying to scoot into the Final Four for the fourth straight season, found out just how hard the Spartans (32-4) would play. Michigan State trailed by 17-4, 19-6 and 26-14 in the first half, and Kentucky seemed to be one streak away from making reservations for Florida

Bot Kennicky's senior triu - Padgett, Heshimu Evans and Wayne Turner did not score for more than 25 minutes, and the Spartans uncorked a 9-0 blitz to make the game competitive again.

Kentucky'a lead never went above five points and Cleaves nailed a threepointer with two seconds left in the half to bring Michigan State within 36-35. The second half was artistic and ag-

gressive. Neither team had more than a four-point lead for the first 12 minutes, but, again, Cleaves guided the Spartans.

The former high school quarterback fired an 80-foot (25-meter) bomb to Andre Hutson, who corralled it over his shoulder and hit a layup to give Michigan State a 55-54 lead with 7 minutes, 30 seconds left. The Spartans never trailed of 10 field-goal attempts.

Final Four for the first time since 1979, them and helped limit Scott Padgett to again, erupting for 10 of the next 14.

The highlight play came from Corey when Johnson was a sophomore and four points in the first 38 minutes. He points for a 65-58 lead with 3:11 to go.

Coyotee 4, Kinge 1 In Phoenix, Keith Tkachuk reached the 30-goal plateau

for the fourth consecutive season and

the Coyotes extended their unbeaten

streak to five games by beating Los

Whitney scored twice during a four-

goal third period, including a successful penalty shot, as Florida woo in

Panthers 5, Mighty Ducks 2 Ray

### Trail Blazers Top the NBA After a 91-75 Rout of Sixers

The Associated Press Once again, the Portland Trail Blazers have the best record in the National Basketball Association.

The Blazers reclaimed that title Sunday by shutting down Allen Iverson as they beat Philadelphia, 91-75.

#### NBA ROTHBUP

Rasheed Wallace scored 14 of his season-high 26 points in the fourth, with many baskets coming in transition because of the strong defensive play of Greg Anthony and Stacey Augmon.

Iverson, coming off performances of 39 and 41 points in victories over Indiana and the Lakers, scored 24, but had just 11 after the first quarter. In the final three periods, he made only three of 13

"We just kept pressuring them and pushing them and hoping they would crack," said Anthony, who scored 11 of his 13 points in the final period and

twice stripped lverson of the ball. Pietons 104, Jazz 101 Jerry Stack-house scored 32 points, including a 3pointer at the final buzzer, and Grant-Hill had his first triple-donble of the season with 29 points, 13 rebounds and 11 assists as Detroit won in overtime.

The Jazz led by 20 points in the first half and still were up 16 at the beginning of the fourth.

Clippers 110, Timberwolves 85 The Los Angeles Clippers won on the road for the first time this season, getting a season-high 22 points from Darrick' Martin and 47 points from their re-

"It's embarrassing," said Terrell-Brandon, the Minnesota point guard. Bot no one's going to feel sorry for,

ver, Antonio McDyess had 23 points and 15 rebounds as the Nuggets blew a 29 point lead before holding on to beat

Papters 85, Knicks \$1 In Toronto. Vince Carter had 23 points and grabbed. a key offensive rebound in overtime as the Raptors won their fifth-straight Hornets 84, Buelos 87 Eddie Jones'

scored 23 points, and David Wesley added 16 for Charlotte, which took command with a 10-0 run to open the fourth quarter and pull away in Milto 88, Note 85 In Cleveland,

Wesley Person scored 22 points, and Shawn Kemp made a key steal in the final seconds Stephon Marbury, who led the Nets

Domis, missed a 3-point and to tie the score with three seconds to

Bulle 85, Collies 92 Mark Bryant scored a season-high 18 points, inchiding consecutive jumpers in overtime, and Brent Barry scored Chicago's final six points as the Bulls won in

In a game reported in late editions Monday:

Lakers 115, Magic 104 At Orlando, Kobe Bryant stole the show from Dennis Rodman, who returned from his curious four-game absence.

Bryant scored 33 of his career-high 38 points in the second half, shooting 13-of-16. Rodman finished with four points and six rebounds in 23 minutes.

### FINANCIAL SERVICES Funding Problems? Fax BANCOR Teday

nd med bad www.

Announcements

Herald Eribune SUBSCRIBER CUSTOMER SERVICE: For questions or queries about the delivery of your neverpiper, the status of your subscription or about ordering a subscription, please call the following mumbers: EUROPE, MEDOLE EAST AND AFRICA: TOLL FREE - Austrie 0600 8120 8el-gium 00600 4 448 7827 Denmark 00600 4 448 7827 Franco 00600 4 448 SROUN 4 448 7821 France CB00 4 448 7827 Communy 0000 4 448 7827 Great Brillain 00900 4 448 7827 Great 00900 33 12 15 06 Indiand 00800 4 448 7827 Israel (paid call) 03 5121750 Ituly 167 780040 Lecembourg 0800 2703 Belber 790040 Lemembourg 0800 2703 Mather-lands 00800 4 448 7827 Morraty 00800 4 448 7827 Sweden 020 797059 548zerland038004 4487827 Bisenhere (+33) 1 41 439 361 THE AMERICAS: USA 1 41 439 361 THE AMERICAS: USA [mil-tree] 1-800-8822804 Essorbere (+1) 212 752380 ASIA: Hang Kong 2922 1171 Indosesis (6221) 77792067 Japan (sil-tree) 0120 464 027 Korsa 3672 0044 Malnysis (603) 9812814 Philip-place 895 4946 Slogapore 325 0635 Tahwan 7753456 Thailand 277 4485 Essenbare (+852) 28221171

segal Services

D(VORCE IN 1 DAY, No bavel White: Box 377, Sudbury, MA 01776 USA, Tel: 978/443-8387, Fec. 978/443-0183.

Business Opportunities

OFFSHORE COMPANIES. For time tro-chuse or advice Tel: London 44 191 741 1224 Fax: 44 181 748 6558/6338

TELECOMMUNICATIONS kallback New

Lower Rates! Call the U.S. from: France... Germany......21 ¢ Italy... ..27¢ ..22¢ U.K ..... .....16¢ No Deposit • No Albania No set Up free • No Mi

Instant Activation Fiber-Optic Networks Itemized 6-Second Billing ideal for Home. Office. Hotels and Mobile Phones Agent Inquiries Invited Tel: 1.206.376.1962 U.S.: 1.800.965.1626 Fax: 1.206.376.1963

417 Second Avenue West

Seattle, WA 98119 USA www.kaliback.com Email: info@kaliback.com

Business Services

HTC., Providing A Confidential Company And Trust Parmation Service - With Benk Accounts - Anonytaous And ID Free Tel +41 32 327 2414 Fax: +41 32 322 2235

YOUR OFFICE IN LONDON

Financial Services

SOLUTIONS TO FUNDING PROBLEMS. We are able to provide Benitable Guerantees for viable projects in new ventures, business explination, development, and mergers / acquisitions

MITERALDIANES FAX: (53-2) 849-5273

Real Estate for Rent

Paris Area Furnished

**Embassy Service** YOUR REAL ESTATE AGENT IN PARIS Tel: +33 (0)1 47.20.30.05 Fax +33 (0)1 47.20.34 04

AGENCE CHAMPS ELYSEES Specialists: Furnished apertments, 3 months or more Tel: +33 (0)1 42 25 32 25 Fac: +35 (0)1 45 85 37 00

MONTAIGNE
High class building, 75 sq.m.
Ravishing place-term,
on general Pering, PP22,000.
CORREP TEL: +33 (671 45 89 92 52
FAX: +33 (671 45 65 44 13

Paris Area Furnished

The Flyers won Sunday for the first

Philadelphia snapped its 12-game winless streak despite the absence of its

time in a month when Eric Lindros's

goal with 1:53 left gave them a 5-4

Blackhawks 4, Avalanche 3 Dean McAmmond, acquired a day earlier

from Edmonton, had a goal and assist

as the Blackhawks won in Chicago.

victory over the Detroit Red Wings.

suspended coach, Roger Neilson.

**NEAR PLACE DES VOSGES** Paris 4th, Fistorical building, besulfish studie on counyard, cobies stones and trees. Equipped lebens between FISTO IPS. COREPT TEL: +33 (0)1 45 89 92 52 FAX: +33 (0)1 45 65 44 13

Switzerland

GENEYA, LUXURY FURNISHED apartments. From studios to 4 bedrooms. Tet: +41 22 735 6320 Fex +41 22 736 2671

Friendships

market. To ariverti Learnie Alkers in our London office: Tel.: + 44 171 510 5727 Fax: + 44 171 987 3462 or your nearest IHT office or THE WORLD'S DAILY WIND LEE

REAL ESTATE

For more details please contact: onal Herald Tribune In Park Tel.: +33 (0) | 41 43 93 85 Fax: +33 (0) | 41 43 93 70

Escorts & Guides

EVE

THE ESCORT SERVICE WITHOUT COMPROMISE

LONDON

0171 581 4888

CREDIT CARDS WELCOME

HIGH OCIETY

Executive Service Worldwide

Genuine Fastion, Glanour & Catwalk Modals Sophisticated, Intelligent, Stunning Ladies HO in Landon, Established in Germany

Tel: +44 (0) 171 286 1833 or

+44 (0) 7000 444478

+31-20-427 28 27

ets, Milan, USA



Next Special Heading "In and around PARIS" MARCH 26th 1999

SWITZERLAND-GERMANY BELGIUM LUXEMBOURG-UK

> Trick Green Base Berne-Frankert Wiesbeder Cologne Boon-Dusseldert Miesbeder Cologne Boon-Brussels Anterep + Lunesboarg "TRAVEL SERVICE WORLDWIDE" LONDON: (0)171-978 6606 COSMOS Excort Agency - Credit Cards

**model link** 

FORGET ALL YOU FOLT BEFORE MAGNE SOMETHING DIFFERENT ALL ABOUT ++ 44 (0) 7000 822 822

> international ESC(PRIS.

ington.

Angeles.

Anaheim, California.

World's top international beauties New York US Hg:1-212-765-7896 OFFICE WILL-ESCORIS.COM

+3120-5789-221 WORLD WIDE ESCORTS SELECTION PHON PICTURES

ELITE ESCORT SERVICE ' ISTAMBUL MLAN'ROMETTAL' "ATHENS PARIS BRUSSELS"GERMANT SIRTIZERLAND COTE D'AZUR'SCANDINAVIA SPAIN THE 149 (1)325 819 DASS CAMB CAMB

\*\*\*\*\*\* EUROCONTACT MT'L \*\*\*\* PARIS'ANTWERP GENEVAZURICH RIVERA SRUSSELS LONDON YERRA MILAN ROMEN GERMANY & PRASLE COPENAGEN MUNICHTIELSING

Eurosam Jet Set \* Verha \* Paris Rylera Marich Kolathen York Romenika Pousseldorp-London Visita ++45-1-710 60 55 Excet Service

PARIS GENEVA Excess +141 78 637 7884 A.N.N.A 24, Proby, educated, green-eyed, brunete. Delightical companion Pri-vale escot service. 444 (9)776 980 1214

MLAN HIGH CLASS PHYATE Escot Service WWW.maw.fraffcef++ 38 (I)396 412214

CHELSEA ESCORT SERVICE Beauchamp Place, London SW1 Tal: 0171-584 astg

ALL EJROPE HED'S HIGH SOCIETY Viernia, Parks, Riviera, Manchen, Zurich, Geneva, Franklari International Escot & Travel Service Vience ++43-1-535 41 04 all credit cards \* SCANDNAYIAN ESCORT SERVICE \*

Private & Exclusive Stockholm \*\*

Tel: +46 8 221231 Fex +45 8 142250

E-mail: Interholel.sveden@inacholel.se

"ZUPSCH - GENEYA - BERLIN"
HAMBURG - FRANKFURT - MILAN
"CARISMA ESCORT AGENCY" Tet 0041-848 90 70 77 - Credit Cards ABIGAEL, Charming, conhisticated, English beauty, 24 hr private escort service in Landon, 07091 008 008, Credit cards,

APPORT-FRANKFURT-MANZ

"CHARLEY'S ESCORT AGENCY" MOBILE PHONE 0177 / 55 88 889 London Paris Roma Adverso Brussels Escott Agency +44 (0) 171 378 0070 ALEXIA ELEBANT & attractive fastan. A Very Special Warm Escott Bervice. Tel: London 07887 894090

AMSTERDAM ' DREAMS ' ESCORTS and Dinner Date Service for Him or Her. Tel: 437 (0) 20-64 62 566 or 64 02 111 BEAUTIFUL BRUMETTE, Standing Pigure. Creaming Palente Escoti Service. Lucury SW3. Paintel Lucury SW3. Paintel Lucury SW3.

BEAUTIFUL & NEW ORIENTAL For dinner & dancing UK 0788 7698 576 BEAUTIFUL YOUNG BRAZILLAN Prismby, Exclusive, Charming Companion Loudon Escort Santas (85) 378 589

BLACK SEAUTY ESCORT SERVICE Exclusive Elegant Educated & Friendly London & Heathers, 01812030637.Cade

Very Discreet Eacost Service (VIP Only) 0797 403 3734

Tet: ++41 78 605 3720 All cards accepted ESCORT SERVICE SWITZERLAND DARLY TOP LADIES, 24 Int., All cards Travel Service - ++41 (79) 407 0831 FROM MONACO YOUNG MODEL Miss Susmer 95, Sensational ... Escort savical London 0171 813 5290 GENEVA PRETTY WOMAN \* BASEL \* Call 022 / 346 00 BB Escot Agency "LAUSANNE-MONTREUX-VEVEY" GERCUCKE INDIAN Photographic Model. Starning, Cheming and Investible Private Snort. Tel: 0370 464718 JAN RIK HOLLAND ESCORT CLUB For he and she. Escort service short 1957. Tel: +31(0)20 622 2785/420 3827

BRUNETTE GREEN-EYED MODEL

Stunding/Young/ Secol/ Sensational. Escat service Landon 0171 613 8014

ESCORT SERVICE Zurich / Basel

TOP CLASS Escot Service, Explicit Beiore michight, Tet: 494-813 738 538 "MADRED " HARMONY " BARCELONA" Rest of Spain' The most standing ascert service. Tet: 619860328 or 630963182

MADRID PRESTIGE SANCELONA THE BEST EXCLUSIVE ESCORT SERVICE CHEDIT CARDS. Tel: +34-913.853.585

MATHALE CHARMETS and very Friendly Beautins Blonde Private Escon Service, London Tut 0411 358 566 NEW STRANGING & CHAPMANS BLOND Private Excort Service, London: 0171 584 9977

ORIENTALL FRESH YOUNG BEAUTY OFTENTAL! FIRESH YOUNG CHIC. London/Algorite Escot Saylor Pilm Lei +44 (0) 7808 451 266 STUDBENG BLITE MODEL - Bright

Friendly, pretty & discrept, 1st Class Lundon Escot Service (171-121-1888) Caroline Escort Service Tel: 079 / 403 30 81

صحدامن الأصل

### **SPORTS**

### McGwire-Sosa Derby Redux

said a friend, Jeff Wehling.

take over the lead. A few hours later, Sammy Sosa, homers to tie him at eight. This spring training certainly Jewish Hospital in St. Louis.

"He's ready, I'm ready,"
Sosa said Sunday after hirring
a three-run homer in the
Chicago Cubs' 10-7 loss to the San Francisco Giants in Mesa, Arizona. "He's got to do a job, I've got to do a job."

McGwire hit a two-run shot in the third inning of the St. Louis Cardinals' 10-4 loss to the Florida Martins' split squad in Jupiter, Florida.

"For me, it doesn't take too long to get ready," Sosa said.
"I've been relaxed and patient at home plate, and that's help-might start the season on the

The Associated Press ing me not to swing at pitches disabled list. Wetteland has Mark McGwire homers to I shouldn't be swinging at." been slowed for a month by ke over the lead A form Meanwhile, Joe Torre, the an ankle injury and by muscle spasms in his lower back.

The delivery that I saw on

New York Yankees manager, was released from Barnes-Thursday, I didn't like it at all, 'said the Texas manager, This spring training certainly seems like last summer, as far as the home-run race is concerned.

"He's ready, I'm ready,"
Sosa said Sunday after hitting a three-run homer in the Chicago Carlot 10 71 certain the ready and ready to pathology reports, his cancer was immediate prostate gland, with no mace of it in the lymph nodes. He is not expected to rejoin the team for six to 12 weeks; but will reconcerned. Johnny Oates. "He just can't push off on that ankle well enough for me." In Peoria, Arizona, Garth

Brooks, the country singerturned-baseball player, got his first hit of spring training, singling up the middle off Mike Sirotka in the San Diego Padres: 11-8 loss to the Chicago White Sox. It was his but will recuperate in Florida, "He wants to be near the team, but he also thought it would be better to be there because the weather is much 10th plate appearance. warmer than in New York and

"I saw the second baseman he can get out and do his walking." Wehling said. In Port Charlotte, Florida, dive and the ball disappeared behind him," he said, "so I couldn't see what happened. When the crowd stood up, I the Texas Rangers said that the reliever John Wetteland thought, 'Holy cow!'



Pete Sampras firing a volley to Jonas Bjorkman on the way to a 7-5, 6-3 victory in the Lipton Championships.

### Sampras Seeks Spotlight

### He Chases No. 1 and Place on Lipton's Center Court

The Associated Press KEY BISCAYNE, Florida — Pete Sampras thought he deserved to play every match on center court at the Lipton Championships.

Tournament officials think otherwise.

Sampras was scheduled for the grandstand court in his fourth-round match Monday against Albert Costa, and he was unhappy.

"It's an absolute shock to me," Sampras said. "How many slams or how many tournaments do you have to win to get on stadium court at this tournament?" The Monday lineup was completed Sunday before Sampras beat Jonas Bjorkman. Officials

apparently did not want to risk having Bjorkman on the stadium court, and television requests for other matches were a consideration, said Alan Mills, the tournament referee.

On Monday in the women's tournament,
Amanda Coetzer, the ninth seed from South Africa, defeated Maureen Drake of Canada, 6-4, 6-4. Anna Kournikova of Russia, seeded

9. Nick Price, Zimbeisse, 7,84 10. Justin Leanurd, U.S., 7,58 11. Jim Peryk, U.S., 7,24 12. Fred Couples, U.S., 7,03

SOCCER

STALIAN FREST DIVISION

STANDARGS: Lazio 55 paints: Florentii 50: Milan 48: Parma 47: Udinese 42. etc...

SPANTSH FLEST DIVISION

13, overcame Julie Halard-Decugis of France, 6-4, 7-6 (7-5), and Barbara Schett of Austria, beat Anne Kremer of Luxembourg, 6-4, 6-2. Sampras, bidding to reclaim the No. 1 ranking this week from Carlos Moya, beat Bjorkman, 7-5, 6-3, on Sunday. The unseeded Vince Spadea, the only other American left in the men's draw, swept Fabrice Santoro, 6-3, 6-2. Moya also advanced and helped make it a dismal day for the Australians. He beat Jason. Stoltenberg, 6-7 (5-7), 6-1, 7-5. Patrick Rafter and Mark Philippoussis also lost.

Philippoussis. seeded 10th was altramental.

and Mark Philippoussis also lost.

Philippoussis, seeded 10th, was eliminated by Marat Safin, 7-6 (7-4), 7-6 (7-3). Rafter, lost to Nicolas Kiefer, 7-6 (7-5), 6-4. Rafter's record slipped to 5-6 this year. He has yet to reach a quarterfinal in six tournaments.

Moya benefited in the next-to-last game from two overrules by the chair umpire, including one that cost Stoltenberg the game.

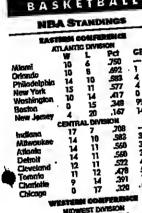
Instead, Moya took a 6-5 lead, then served our the match.

### SCOREBOARD

### BASEBALL EXHIBITION BASEBALL SUMBAY RESULTS. Attorda (st) 3, Houston (st) 1 Philodelphia 2, Cleveland 1 Balfimore 6, Minnasota 4

Bollimore & Minnesota 4 Detroit 11, Konsas City 7 Baston 4, Toronto 3 Phitsburgh 8, Tongon Bary 3 Terons 5, Cincinnati 3 Florida (as) 10, SS. Laula 4 Florida (as) 6, New York Mets (as) 3 Los Angeles 7, Montreal 5 Houston (as) 13. Meer York Marks (an) Houston (so) 13. New York Mets (so) 11 New York Yentsess 11, Atlanta (so) 16 Anahem 7, Ouldand 6 Cardin 12, Allaments 6 Chicago White Sox 11, Son Diego 8 Colorado 11, Arizona 10, 10 inrings Son Francisco 10, Chicago Cubs 7

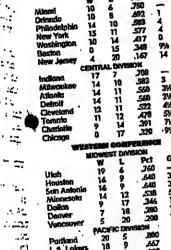
### BASKETBALL

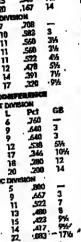


- 12

12

1. 772





Lokars: Bryant 15-246-738, Orlead 14-19310 3Ti: O: Deleac 11-193-425, Hardoway 9-14
44 22. Rubeaudes: Lokars 47 (Orland 13),
Orlando 44 (Hophing 6), Assistes Lokars 25
(Fisher 8), Orlando 31 (Hardomay 13),
Calcago 21 19 29 14 12-95
21 24 15 22 9-92
28 astes
21 24 15 22 9-92
28 Astes
21 24 15 22 9-92
28 Astes
21 24 26 Anderson 6-97-10 19,
Rabeaudes: Chicago 66 (Brown, Simplains 11),
Boston 62 (Bottle 11), Assistate Chicago 18
(Brown 3), Boston 22 (Anderson 7),
New York 16 22 16 21 6-51
Terestin 29 13 15 22 19-55
NY: Ewing 6-13-9-13 21, Houston 7-15-2-2
17 T: V.Corler 7-24-9-12 23, Jo. Thomas 6-9 11 13. Rubounds: New York 56 (Ewing 15),
Toronto 79 (Oniday V.Corler 12), Assistas
New York 21 (Ward 6), Toronto 14 (Outdoy
4).

4).

A. CRopers

77 35 27 21—100

Minascata

Marin 7-16 5-6 22, Toylor 7-15 6
420; M. Gornett 12-24-3-727, Bundon 7-10 0
014, Robounds: Clippers 61 (Diesectrus) 16).

Minascota 49 (Gernett, J.Smith 8). Assists:

Clippers 22 (Rogers, Mortin 7). Minnesota 24 (Broadon 11). (Brondon 11). 22 17 27 14 11—101 Urah 22 17 27 14 11—101 Defroit 17 16 27 30 14—104 U. Mañone 9-23 13-20 31. Russell 6-9 1-3 15. Stockhon 6-11 2-4 15: D: Shockhouse 9-17 11-17 32. Hill 10-23 9-15 29. Reheards: Utoh 26 (Manchen 12). Defroit 63 (Hill 13). Assistis: Utoh 26 (Shockhon 9). Defroit 22 (Hill 11). Natur Jersey 28 21 22 16—36 N. 1 - Manhury 8-16 2-4 20. Corr 7-12 2-2 18:

19 28 27 24-98 39 23 17 22-102 922. Owens 6-12 6-8 19: Deniver 39 23 17 23—102 \$: Schremp16-108-922, Owens 6-12-6-102 D: McDyess 4-1115-21 23, Van End 7-19-3-3 20, Ruboundes Sentille 55 (Owens 8), Deniver 55 (McDyess 15), Assisths: Southe 23 (Schrampt Payton 5), Deniver 18 (Alexander

51. 29 16 14 16—75
Pullodelphia 27 16 14 16—75
Portland 21 23 16 37—91
Pr Nerson 8-21 8-10 24, Geignar 8-15-3-2 19:
Pr Welloce 9-15 8-9 26, Anthony 5-9 3-5 12,
Rebotumbr. Philadelphia 53 (Lynch: Rritiff,
HB 10), Portland 54 (Sabonis 10), Assists;
Primindelphia 13 (Iverson 5), Portland 16
(Jackson 21,

NCAA TOURNAMENT SUMPLAY RESULTS MEN

MARCHEST RESIDICAL Moon State 73, Kentucky 66 ICE HOCKEY NHL STANDINGS



| 27 11 73 181 157 | 28 164 173 | 28 164 174 181 173 | 28 26 14 74 181 173 | 26 26 17 69 178 182 | 29 25 6 64 179 184 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 246 | 16 47 5 37 145 WESTREN CONSTRUCTOR

CENTRAL DIVESON
W L T Pts GF GA
34 30 6 74 208 182
29 29 11 69 197 183
8 24 39 7 55 166 225
21 39 10 52 164 219 NORTHWEST DAVISION
W L T Pb GF GA
35 26 9 79 197 78
27 32 10 64 185 194
26 33 10 62 192 191
20 39 11 51 167 216

Mc Edmonton 20 39 10 62 192 191 12-0-28, D-1-9-6-1-17, Gooffest Combine, 20 39 11 51 167 216 1/he. D-Belfour, 1 6 9-1 1/h

Nedwed 19 (Laetch, Schneider) (pp), 3, P.
Dollas 2 (Jags Strata) 4, P., Titov 11
(Kovaleu, Lang) (pp), Third Pariod: Nane.
Overlime: None. Penatities—Nane. Shorts on
goal: P. 7-12.4 - 32. New York 5-7-9.3 - 24.
Godlies: P. Aubin. New York. Richter.
Defruit

1 1 3-6
Philodelphia

Definal Philodelphia D-Koziov 23 ("Yzerman) 2. P. Jones 17 (LeClaix, Designafins) 3. D. Jones 17 (LeClaix, Designafins) 3. D. Shennchan 26 (Fedorov, Kazlov) (ppl. Second Perfect: D-Shennchan 27 (Murphy, Kazlov) (ppl. 5. P. LeClair 39 (Locas) Third (Kazlov) (ppl. 5. P. LeClair 39 (Locas) Third (Shi) 7. P. Recchi 15 (Lindros) 9. P. Renberg 10 (Recchi 15 Prind Amour) 9. P. Lindros 39 (LeClair) Shelts on goat: D- 8-6-7-21. P. 14-10-7-31. Gordfies: D-Osgood. P. Varnhiestorock. Coleratio

on ged: D- Bed-Putriblesbrouck.

Colorusia
Chicuga
First Period: Colorusia Fershery 22
First Period: Colorusia Fershery 22
First Period: Colorusia Fershery 22
(Allonov) (pp). Second Period: Colorusia
(Allonov) (pp). Second Period: Colorusia
Fleury 33 (Salkid). 4 C., Maurson 3 (Zhannov).
Period: C-McAmmond 10 (Gilmov).
Period: C-McAmmond 10 (Gilmov).
Adanson) 7. Colorusia Heldut 12 (Salkid).
Forshery) Stats an goat: Colorusia 6-199-25. C 14-12-9-35. Goodies: Colorusia.
C Thibaulti.
2 1 1-4
Bestea 0 8 1-1

### CRICKET

TRIANGULAR SERIES BIDLA VS. SRI LANKA BONDAY IN HAGPUR, RIDU India: 287-4 in 50 overs. Sri Lenka: 207 all out in 38 overs. India won by 80 rens. HEW ZEALAND VS. SOUTH AFRICA

MEW ZEALAND WE, SOUTH AFRICA 3D AND FINAL TEST, STH DAY NONDAY WELLINGTON, NEW ZEALAND New Zeotand: 222 and 271 South Africa: 498-8 declared and 16-2. S. Adrica won by 8 wickets, took series 1-0. WEST INDIES A VE. AUSTRALIA FOUR DAY MATCH, 3D DAY AT TEA MONDAY IN ST. JOHN'S, ANTI-Australia: 303 and 263-8 dec. West Indies A: 102 and 151-2.

#### GOLF BAY HILL INVITATIONAL

Scores of \$2.5 million Bay Hill Invitational on 7,195-yard, par-72 Bay Hill course near Crisudo, Fla. (s-even on 26 playori hole): 46-95-67-72-274 for Lehmon, U.S. 69-68-67-72-274 for Lehmon, U.S. 70-71-68-67-725 for Playori, U.S. 70-71-68-67-725 for Playori, U.S. 70-70-69-280 for 7-70-70-69-72-280 for Playori for Pl Scores of \$2.5 million Bay Hill Invit

DyDo Dranko Shezijoka Open specified: 65-68-72-77-277 7-66-77-44-278 67-69-71-299 71-70-69-70-281 70-70-70-72-721 70-70-70-72-721 70-70-72-721 70-70-72-721 70-70-72-721 70-70-72-722 71-69-73-722 71-69-73-722 71-69-73-722 71-69-73-722 71-69-73-722 71-69-73-722 71-69-73-722 71-69-73-722 71-69-73-722

1. Tiger Woods, U.S. 12.51 points of 2. Dovid Deved, U.S. 13.52 2. Dovid Deved, U.S. 13.73 2. Dovid Deved, U.S. 10.17 4. Mork O'Meera, U.S. 9.70 5. Ernie Eis, South Artica, 9.22 6. Lee Westwood, Britoin, 8.93 7. Viloy Singh, Filk, 8.79 8. Colin Montgomerie, Britoin, 8.26

BLEOTH

SKK.

### TENNIS

SPANTINI FIRST DIVISIONI
Tenerite 2. Vilianzali 2.
Valencia 1. Real Zaragoza 1
STANDANOS: Barcelona 53 points; Vigo
48: Valencia 47: Carena 47: Real Madrid 46:
Mallorca 45: Bilboo 42: Sociedna 38: Zarogaza 37: Orfede 37: Balls 37: Valindolid 34;
Atterico Modrid 33: Espanyol 33; Santander
29: Villagrand 37: Alanes 27: Tenerife 24: Ex-22: Villarred 71: Akoves 27: Tenerite 24: Ex-tremadure 24: Salamanco 22. SCOTTISM PREMIER LEAGUE GMOCK Q. Cettic Q

#### SKATING WORLD CHAMPIONSHIPS

MORLO CHAMPLOCATAR DE MORLOS RI MELSING

ALENS GUALLYTEES FROM GROUP A

1. Alens I Orgodin, Rus. A foctured plocings

2. Alens Urmanov, Russin B

3. Takeshi Handa, Japan 1.2

4. Andreis Visscenica, Germany, 1.6

5. Tinntity Gosbel, U.S., 20,

6. Lourent Tobel, Franca, 2.4

7. Stefam Lindemann, Germany, 2.8

8. Parkick Aleier, Switzerland, 3.2

9. Yevgeny Patria, Ukraina, 3.4

10. Robert Grzegarczyk, Poland, 4.0

11. Emanuel Sandhu, Canada, 4.4

12. Margus Herniks, Estonia, 4.8

13. Michael Tyliesen, Denmark, 5.2

14. Lee Kyu-Hylin, South Korea, 5.6

15. Sergel Rylov, Azerbaljan, 6.0

MESSY SOUGALIFYERS FROM GRACUS IN MEN'S QUALIFYERS FROM O

ARBA'S GUALIFTERS FROM GROU 1. Yevgeny Piushenko, Rus. 04. 2. Mkchuel Welss, Foldror, Vu. 4. 3. EMS Stojka, Conndo, 12. 4. Anthory Liu. Austrolia. 1.4. 5. Trifun Zivanovic, Los Angeless. 2.0. 6. Dmitry Dasitrenko, Ukroine, 2.4. 7. Guo Zhengdin, China, 2.8. 8. Ivan Diney, Balgoriu. 3.2. 9. Vulchtung Murvanidze, Geotgia. 3.6. 8. Ivan Linev, and Mervanidze, Georgia. 3 10. Szabbics Vidral, Hungary, 4.0 11. Romen Skomiekov, Uzbekskier. 2. Markus Leminen, Firriand, 4.8 13. Robert Kazlenic, Skovolds, 5.2 14. Cornel Gheorghe, Romania, 5.4 6. Absorber Chesimith, Armenia, 6.

OH, C'HON, THAT'S THIS STUFF

SUGAR.

CALVIN AND HOBBES

OF CEREAL.

WIZARD of ID

T'M GOING TO GIVE A SPEECH THAT'S IN TOTAL

OPPOSITION TO

LIPTONI CHARILPHONESPIES

SUNDAY IN KEY BISCAYNE, FLORIDA
HENDY SENGLES
THERD ROUND

Pele Sumptor CJ. U.S., def. Jonas Bjorkman, Swe. 7-5-6-3; Alex Correlja (4), Spoin,
def. Roman Delgada, Pur., 6-4, 1-4, 6-4,
Nicoles Kiefer, Ger., def. Parinti, Roffer LS,
Aus., 7-6 (7-5), 6-4; Derom. Golmard, Fr., def.
Ten Hennam (6), Eng., 6-4, 7-6 (9-7).
Richard Krufjock (7), The Neith, def. Jan
Stemerial, The Neith, 6-3, 6-2; Mancala Ries
(8), Chile, def. Byran Block, Zim., 6-3, 6-4.
Alamad Sefin, Rus., def. Mark Philippousis
(10), Aus., 7-6 (7-4), 7-6 (7-3); Korol Kucara
(11), Styk., def. Andral Pavet, Rom., 6-3, 7-5.
Greg Rusedski (12), Eng., def. Hendrik
Dreekmann, Ger. 6-3, 6-4.

RHP Orber Moreno, and INF Ses 11
Omnino, PCL

ALLEMAUNCES—Assigned C Alex Andreopoulos, INF Brandon Cranser and INF Luis
Orize to their misnor-league camp,

OAKLAND—Optioned LHP, Juan Persz and
CDorsey Ardiolin to Vencouver, PCL, and RHP.

Lits Vizorias to Midland, TL.

TORONTO—Assigned RHP Vicente Paidcios to their minor-league camp.

BREAK. THE

IS LIKE EATING A

BONL OF MILK DUDS.

HOW DO

YOU THINK STAKT :

BUT IT'S PORTHED! WITH EIGHT

ESSENTIAL.

IT'S GOOD FOR YOU.

VITAMINS, SO

NATIONAL LEAGUE

SAN DIEGO—Optioned RHP Will Commone, and RHP Bryon Wolff to Low Veges, It'l... Reuseigned RHP Jert Dorwin, RHP Mile
Horisty, RHP Jose Mercodes, and LHP
Shane Dennis to their mison-league camp,
san Francisco—Optioned RHP Tim Crobsan Francisco—Optioned RHP Tim Crobsan Francisco—Optioned RHP Tim Crobsan Francisco—Optioned RHP Tim CrobRHP Jeson Grill, LHP Amor Fultz and OF.
Don McKinley to their minor-league camp.

ILY. METS—Announced resignation of Jert
Mostifishy, general manager of St. Lucie of the
Florida State League. Named Joe McShume
Interim general manager of St. Lucie.

NACIONAL MOCKEY LEAGUE.

Ten Henner (6.) Eng. 6-4, 7-6 (9-7).

Richert Krojicek (7). The Neith, 6-8. Jon
Stemental, The Neith, 6-3. 6-2. Marcale Ries
(8), Cille, 6-8. Byron Black, Zim. 6-3. 6-4.

Marcal Safin, Rus., def. Mark Philipposals
(10). Aus., 7-6 (7-9), 7-6 (7-3); Koral Kucera
(11). SNR, def. Andral Pravel, Ram. 6-3, 7-5.

Greg Rusedski (12), Eng., def. Hendrik, Dreekmann, Ger. 6-3, 6-4.

Albert Coste (15). Sp., def. Nicolas, Lopentil, Edu., 7-6 (7-3), 6-4 (7-4), 7-6 (1-4), 7-6.

Sebentilen Grosslean, Fr., def. Jan Krosick, Stovakio, 6-2, 6-4.

Sebentilen Grosslean, Fr., def. Jan Krosick, Stovakio, 6-2, 6-4.

Sebentilen Grosslean, Fr., def. Jan Krosick, Stovakio, 6-2, 6-4.

Woodarder Steek (2), U.S., def. Stivio Ferfino, Italy, 6-4, 7-5.

THEN ROUND

Lindary Davenport (2), U.S., def. Stivio Ferfino, Italy, 6-4, 7-5.

Holland Zversen, Belotrus, def. Marima Lucio, 7-6, 6-3, 6-4.

WOODAY RESULTS

WOODAN RESULTS

WOOD

JAMES MADISON—Name

Thews football coach, contract of Marshal thews football coach, will run be

MIMATIN "TAKET

TIL BET

SHOW Y BOA

FATING FIVE

A DOZEN BRAN MUFFINS

BOMB-PROOF

S RIGHT ON THE BOX. "PART OF

A MINLESOME,

BNIMCED

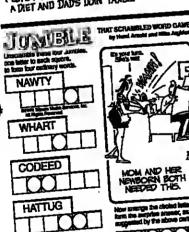
BREIKFIST.

### 24 19 21 41-115 29 34 21 20-104

41-115



"Let's play at your house, Joey, Mows on a Diet and Dad's Doin' taxes."

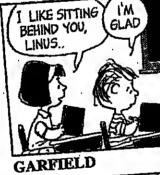


CVLOW PROBLE ELLIPES
(Votesing strangulary parameter)

Internet address: THE WORLD'S DAILY NEWSPAPER



HAVE YOU SEEN OPIE?













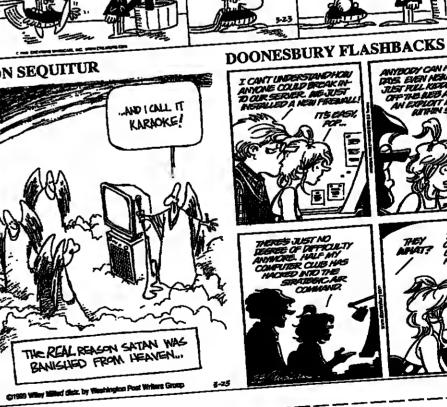
http://www.iht.com













Try a special, low cost 2-month trial subscription to the International Herald Tribune to enjoy delivery to your home or office every morning AND save up to 60% off



Yes, I would like to start receiving the Internation

My check is enclosed (payable to the IFIT)

E-Mail Address: opy of the IHT ot: Sicola Shotel Critine Other Curelluly screened componies Mail or face to: International Herald Tribune BUROPE, MIDDLE EAST & AFRICA

181 Ave. Charles de Gaulle, 92521 Neurily Cedes, France Foc: +33 1 41 43 92 10. fel: +33 1 41 43 93 61

850 Third Averus, New York, N.Y. 10022-6275, USA FOC: +1 212 755 8785. Tel: fall free! 1-800-882-2884

1201 K. Woh Centre, 191 love Road, North Point, Hong Kong Foc: +852 2922 1197. ie: +852 2922 1171

### The Next Hot Book

NEW YORK—There has been a spate of books trashing President Bill Clin-flaw, the United States has ton — everything from Mon-ica's "My Bill" to George For the first time the pub-stephanopoulos's "If You're lisher looked up, interested.

Blame Some-Don't one. Blame Me" and Dick Morris's "I Fooled Around, but I Had His Ear" confessionals.

It is the dream

of everyone who worked for the president to write a best-seller and make

the Book of the Month Club. The publishers have too many books of scandal on the Oval Office?" their hands already and are

It was with some skepticism that Publisher Grossman received Tommy Toga into to the Oval Office?" his office. Tommy had worked in the White House for six years and was leaving. He with Alan Greenspan. was pitching his book to the publisher. "Before you throw me out," he told Grossman, "I'm sure my story will bring denials from every corner of the White House.

"What makes you say Grossman asked

"He never told a lie. The reason he never told a lie is that he never had to. It's all in

The publisher said, "What about the sex? Where does the sex in the book come in?" Tommy said, "There is no sex, because there was none. I never saw any, and I was with

my book."

"Then what happened in

him night and day."

"He sat there all day and reluctant to sign up any more. half the night thinking about Kosovo.

> 'He went there once a week to go over the budget

"What juicy stuff do you have on Hillary?"
"In the back of the book I her last 10 state dinners."

"I have to admit, what you brought me is different." "Barbara Walters will kill to have me on her show.

#### A Plan for the Queen Mother

Agence France-Presse

LONDON — Britain's royal family reportedly has awarded Prince Charles the task of persuading the 98-year-old Queen Mother to cut back on her lavish lifestyle after she ran up a huge overdraft of £4 million at the royal bank Cootts.

Citing unindeotified aides, the Sunday Express said the palace had devised a plan that included cutting some staff, mothballing one of the Queen Mother's five homes — the Castle of Mey in the north of Scotland — and selling rarely used cars and some of her 10 raceborses. A plan also has been floated to move her from her home in central London, Clarence House, into an apartment at St. James' Palace, the weekly reported.

One aide was quoted saying: "Charles has been asked to approach his grandmother to discuss how to cut down on her

### At the Oscars: Upsets, Tears and Cheers

By Bernard Weinraub New York Times Service

OS ANGELES — In an upset, — "Shakespeare io Love" was selected best picture at the 71st annual Academy Awards, defeating Steven Spielberg's "Saving Private Ryan," the favorite.

Spielberg was given the Oscar for best director, one of five Academy Awards for "Saving Private Ryan," but the winner on Sunday night was "Shakespeare," which gained seven Academy Awards, including best actress for Gwyneth Paltrow.

It was a sharp disappointment to executives at Dreamworks and Paramount who produced "Saving Private Ryan," and had expected, like numerous others in Hollywood, that the acclaimed World War II drama would win the Oscar.

The unexpected triumph of "Shakespeare in Love" was especially sweet to Harvey Weinstein, co-owner of Miramax, who lavished millions of dollars on a campaign promoting the film in Hollywood trade papers and newspapers — and was criticized by Dreamworks for doing so and forcing Spielberg's company to spend more on its academy campaign. But as late as Sunday morning, most studio executives, producers and talent agents were convinced that the Spielberg film would triumph.

The other nominated films were "Eliza-"Life is Beantiful," and "The Thin Red Line."

The top acting awards went to Paltrow and to Dame Judi Dench in a supporting role for "Shakespeare in Love," Roberto Benigni as leading actor for "Life Is Beautiful" James Coburn in a supporting role for "Af-

But the most dramatic moment of the show was the awarding of an honorary Oscar to Elia Kazan, the 89-year-old director of "On the Waterfront" and other classics. Martin Scorsese and Robert De Niro presented the Oscar for lifetime achievement to Kazan, who had named names before a congressional panel investigating Communists in the entertainment business in 1952.

Despite concerns by academy officials that some in the audience would protest, Kazan received a standing ovation. Some members of the audience, such as the actors Nick Nolte and Ed Harris, sat silent. Spiel-

berg applauded but did not get up.

Kazan thanked the audience for their



From left, Gwyneth Paltrow, Judi Dench, James Coburn and Roberto Benigni.

Scorsese and De Niro, Kazan slowly walked

off the stage with his wife, Frances. Whoopi Goldberg, the host, dominated the show with a myriad of costume changes, faintly off-color jokes and one-liners about Linda Tripp and Kenneth Starr. At the opening, she drew prolonged applause and laughter as she appeared in an elaborate Elizabethan gown. Goldberg paid tribute to the number of films cominated involving Shakespeare and Elizabeth L.

"Some of the best actors in the world were commated this year," said Goldberg. "One

or two of them were even American. The stars of the evening were Paltrow and Benigni. Paltrow, 26, was given the Oscar for "Shakespeare in Love," and wept as she thanked numerous colleagues and family

Benigni won awards for best actor for his performance in "Life Is Beautiful" and for best foreign film. The comedy-drama from Italy is about a man who seeks to protect his son from the Holocaust.

Sophia Loren presented Benigni with the foreign-film award. Benigni, who created the film, climbed over several seats and waved enthusiastically as he skipped on-"courage and generosity." After hugging stage to accept the award. "This is too much

your generosity," he said. The elfin and exuberant Benigni, a top comedy star in Italy, is the first actor to win an Oscar for a foreign language film since Loren won for "Two Women" in 1961.

The Academy Awards began with Oscars for two veteran actors. Coburn was selected best supporting actor in the drama "Af-fliction," and Dame Judi won best sup-porting actress for her portrayal of the im-perious Queen Elizabeth I in "Shakespeare in Love."

The award to Coburn, who played an alcoholic and abusive patriarch in "Afflic-tion," was a comeback for the 70-year-old actor, who overcame a 15-year battle with arthritis that nearly ended his career. The award was, in some ways, a homage to the 40-year career of the rangy, gravel-voiced actor, a star of westerns in the 1960s who developed into one of the most versatile character actors in films.

Dominating the awards, and stirring a protest outside the Dorothy Chandler Pavilion at the Music Center of Los Angeles County, was the unanimous decisioo by the 39-member board of the Academy of Motion Picture Arts and Sciences on Jan. 7 to present the Oscar to Kazan, who directed "A Street-

**PEOPLE** 

car Named Desire," "Gentleman's Agreement," "East of Eden" and other films. Karl Malden, the actor and a friend of Kazan's, proposed the award.

Even his critics acknowledged that Kazan was one of the foremost postwar film and theatrical directors whose influence on filmmaking and acting still resonates. But Kazan, who is 89 and ailing, has not been forgiven by formerly blacklisted writers and directors and others for his decision to appear as a sympathetie witness before the House Un-American Activities Committee. In 1952 he American Activities Communes. in 1932 he informed on eight old friends from the Group Theater who, along with him, had once be-

Ser Jake

longed to the Communist Party.

The Kazan award, one of the most controversial in the history of the Oscars, over-shadowed another honorary Academy Award this year — the Irving G. Thalberg Memorial Award to the producer and director Norman Jewison, whose credits include "The Cincinnati Kid," "In the Heat of the Night," "Fiddler on the Roof" and "Moonstruck."

The awards were telecast for the first time on a Sunday, instead of the traditional Mon-day, on ABC and around the world. The shift was largely dictated by television — the view at Disney-owned ABC that Sunday night would lure more home viewers who would stay up and watch the extravaganza at the close of the weekend. A second factor was that the ceremony, which had been held oo Mondays since 1959, caused rush-hour traffic jams in the Los Angeles area.

Also marking the awards this year was a

spirited competition among three films, "Saving Private Ryan," "Shakespeare in Love" and "Life is Beautiful." For months, the front-runner was Spielberg's harrowing drama about eight World War II infantrymen who were sent on a mission after D-Day to rescue a family's sole surviving son.

But Miramax, owned by the Walt Disney Co., began a high-profile publicity campaign for "Shakespeare in Love," a comedy involving a fictional romance between Shakespeare (played by Joseph Fiennes) and a restless young woman (Paltrow). In the end, "Shakespeare" garnered 13 nominations "Shakespeare" garnered 13 nominations while "Saving Private Ryan" received 11.

More than 5,000 members of the

Academy of Motion Picture Arts and Sciences - composed of actors, filmmakers, producers, writers, studio executives, cinematographers, costume designers and others
--- voted in the 24 Oscar categories.



CAMPAIGN — The singer Michael Jackson, with Thomas Gottschalk on a German TV show, promoting concerts for Red Cross and UN programs.

GODS AND MONSTERS," star-ring Ian McKellen and Lynn Redgrave, was the winner at the 14th annual Independent Spirit Awards. A film qualifies for the Spirits if it has played at a commercial theater during the calendar year or played at the following festivals: New York, Seattle, Sundance, Telluride, Toronto or the New Directors/New Films festival in New York. "Gods and Monsters," about the final days of James Whale, the director of "Frankenstein," won awards for best feature, best actor of WoVelley's role and best supporting McKellen's role and best supporting actress for Redgrave. Wes Andersoo woo best director for his off-the-wall, coming-of-age comedy "Rushmore."

Anthony Julius, the lawyer for Diana, Princess of Wales, during her dipost as head of the Diana Foundation, which he helped set up. Julius said he would stay on the foundation, while ceding the chairmanship to another

foundatioo was established to perpetuate Diana's memory and distribute funds raised to charity. Both Julius and the fund have been the subject of controversy almost from the beginning.

Jennifer Pena wouldn't perform at the 19th Teiano Music Awards because of a dispute over playing with mariachis, but she still came away with best female vocalist and entertainer honors. Her parents, Jaime and Mary Pena, who are also her managers, were told that their daughter could not go on stage with mariachis because another artist already was performing with mariachis. Bobby Pulido was named best male entertainer at the ceremony in San Antonio, Texas.

Chancellor Gerhard Schroeder of a fashion model in the spring/summer member, Christopher Spence. The tailoring, was shown being fitted for a

suit by Brioni's top designer, Angelo Petrucci, Welt am Sommag reports.

In the last year alone, the writings of

James Baldwin landed on the Modern Library's list of the 100 finest Englishlanguage novels and in New York University's picks of 20th-century Amer-

ican journalism classics. More recently, the Library of Congress published a comprehensive collection of Baldwin's ocuvre, edited by Toni Morrison. And on Monday Baldwin was to become the latest in a succession of writers, including Robert Pinsky, Dante, Mark Twain and Casanova, to be heralded by the Manhattan Theater Club.

### Literary Mystery: A J.D. Salinger Cache?

CONCORD, New Hampshire — J.D. Salinger, who won international acclaim for "The Catcher in the Rye" but hasn't published anything since 1965, has written at least 15 books that he keeps locked up in a safe at his home, a neighbor said.

The renowned recluse, who never gives interviews, has published only one other covel, "Francy and Zooey" in 1961, and some short stories. He lives in seclusion in Cornish, near the Vermont border.

Jerry Burt, who was friends with Salinger in the 1960s and lives nearby, says Salinger told him in 1978 that he had written 15 or 16 other books. Burt said th books were apparently hidden in a walk-in bank safe in Salinger's home. "I didn't see them," Burt said. "Who knows now. He may have burned them all. He may have published them under another name. He didn't have any idea at the time what he was going to do with them."



go down in history

and use AT&T Direct Service. With the world's most powerful network, you get fast, clear, reliable connections from anywhere. Plus you'll always have the option of an operator who speaks your language All it takes is your AT&T Calling Card or credit card, and you're well on your way. What an amazing culture we live in.

For easy calling worldwide:

1. Just dial the AT&T Access Number for the country you are calling from.

2. Dial the phone number you're calling. Dial your card number.



Austria C	022-903-017
Belgium®	0-800-100-10
Czech Republic <sup>4</sup>	
Egype*(Cairo)* France	
Germany	

AT&T Access Number numbers not listed above, ask any operator for AT&T Direct Service, or visit our Web site at:



lt's all within your reach.



